DEFENSE CONTRACT MANAGEMENT COMMAND METRICS GUIDEBOOK

Third Edition

When you can measure what you are speaking about, and express it in numbers, you know something about it; but when you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind...

William Thompson (Lord Kelvin), 1824-1907[1]

This is the third edition of the DCMC Metrics Guidebook first published in January, 1995. Because of the extent of the changes to the previous edition, vertical margin marks were not used to identify revisions. Users are encouraged to read the entire document. This edition includes all metrics developed in response to the Commander's Metrics Challenge as well as all metrics found throughout the FY97 DCMC Business Plan..

The Defense Contract Management Command Metrics Guidebook describes a family of performance measures designed to motivate behavior which will lead to continuous process improvement.

Each metric is expected to help managers and employees measure their performance with respect to the products DCMC customers reported are most important. It is also anticipated that the metrics will prompt the identification and elimination of activities which do not add value.

Users are encouraged to submit recommended changes and comments to improve the guidebook to ATTN: Performance Improvement Officer, AQBC, Defense Logistics Agency, 8725 John J. Kingman Rd, Ste 2533, Ft. Belvoir, VA 22060-6221.

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[1] Richard L. Lynch and Kelvin F. Cross, *Measure Up!: Yardsticks For Continuous Process Improvement* (Blackwell Publishers, Cambridge, MA, 1991)

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INTRODUCTION

1. The metrics contained in this guidebook were designed to be used at all levels of the Defense Contract Management Command, i.e., by the Headquarters, by the Districts, by the Contract Administration Offices, by the Groups, and by each operating Team. The metrics are designed to motivate process improvement by measuring the results of activities required to deliver DCMC's more important products and services.

2. Each product area selected for metrics was chosen because it is relevant to current strategies being pursued and, more importantly, because it is a key and significant activity which is critical to meeting customer needs. These products appear in the family of top level metrics used to facilitate Monthly Management Reviews and throughout the Defense Contract Management Command's Business Plan. Each metric was designed to encourage performance improvement of the entire business process rather than of any individual part.

3. The guidebook provides a full description of each metric including the:

Definition: A plain English description of what the metric portrays.

Population: The quantity or the amount that is included in the metric denominator.

Source: Where the data that is used to populate the metric resides, e.g., the Mechanization of Contract Administration Services system.

Computation: How the ratio, percentage, quantity, or amount that is being plotted is calculated.

Stratification: The various ways the quantity or amount can be analyzed, e.g., by District, Contract Administration Office, Customer, Team, etc.

Desired Outcome: What the command hopes to achieve by deploying the metric, e.g., a 100 percent reduction in cycle time.

Data Input Instructions: While the DCMC Automated Metrics System (AMS) is being developed, data to populate some metrics will be manually input into the Metrics System Transition Application (MSTA). When that is the case, this paragraph will identify the data to be input via the MSTA. Please read the definitions of each of the data elements, especially if you are unsure of what to report. Definitions in this book take

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supersede data element definitions that appear is the MSTA Users Guide. If you are unsure of what to report, please contact your performance improvement officer. The name and telephone number of all Performance Improvement Officers are provided in this guidebook (Page 139).

Frequency: The frequency that the metric is plotted for trend analysis. The frequency for each metric is monthly unless otherwise noted. Because the frequency is almost always the same for each metric, this paragraph is not repeated in each operational definition.

Period: The period of time included in the population. The period of measurement for each metric is the prior month unless otherwise noted. Because the period is almost always the same for each metric, this paragraph is not repeated in each operational definition.

4. There are four categories of metrics described in the guidebook: General Management, Preaward, Postaward, and Closeout. The General Management category consists of Demographics, Initiatives, Service Standards, Return On Investment, Performance Assessment, Labor Relations, Government Administrative Oversight, and Training. The Preaward category consists of Preaward Surveys, Price Negotiation, and Industrial Base Assessment. The Postaward category consists of Property Management, First Article Administration, Packaging, Transportation, Product and Manufacturing Assurance, Flight Safety, Specialized Safety, Engineering Assessment, Customer Support, Contractor Performance Measurement, and Environmental. The Postaward category consists of Contract Termination, Contract Closeout, Plant Clearance, Final Overhead Negotiations, and Legal.

5. The numbering convention used in the guidebook is as follows:

The first number identifies the category, e.g., 1=General Management; 2=Preaward; 3=Postaward; and 4=Closeout.

The second number identifies the part, e.g., 2.1= Preaward Surveys; 2.2= Price Negotiation, etc.

The third number identifies the type of metric, e.g., 1=Quality; 2=Timeliness.

If the part has more than one quality or timeliness metric, the fourth number will be the sequence number.

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Metrics Numbering Convention

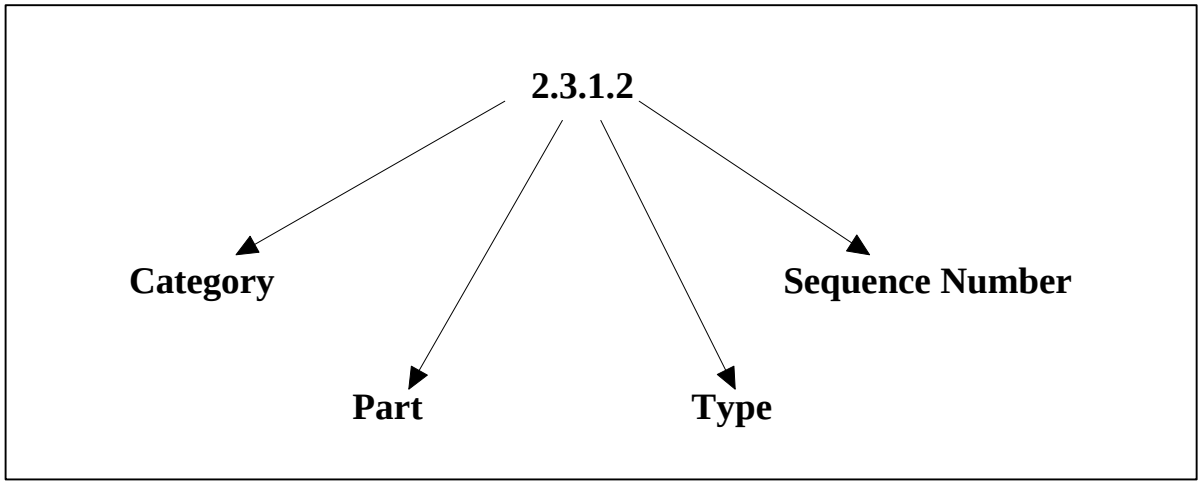

Figure 1

7. Metrics information gathered through the Metrics System Transition Application (MSTA) is stored in the DCMC Information Warehouse, an Oracle database administered by DCMDW. The information is available for analysis by all DCMC employees. The information is contained in process specific PowerPlay[1] files which are posted to the DCMC file server each month. Instructions for accessing and downloading the files are posted to the DCMC Homepage.

8. Field offices currently provide data through the MSTA's manual input screens. The DCMC Automated Metrics System (AMS), which is in development, will replace the MSTA screens during the next several months. The bulk of the first two increments of the AMS will begin deployment during December of 1996. Applications included in this first deployment are Preaward Surveys, Forward Pricing, Overhead Negotiations, Pricing & Negotiations, Flight Safety, Customer Support, FEDCAS, Process Improvements, and Contingency CAS. The remainder of the first two increments,which includes MOCAS, Trailer Cards, Early CAS, Laboratory Testing, and Single Process Initiative, will be operational in early in 1997. Increment 3, which is scheduled to be ready for deployment in May 1997, contains Property Management, Plant Clearance, Engineering Assessment, Contractor Performance Measurement, PLAS, Estimating Systems, Contract Audit Follow-Up, Customer Priority List, and MASS/DBMS. The fourth increment, which includes Training, Terminations, Industrial Base Analysis, First Article, Packaging, Transportaion, Service Standards, Environmental, Software Development, Performance Assessments, Specialized Safety, and Security is scheduled for deployment in October 1997.

[1] PowerPlay is a software product manufactured by the Cognos Corporation.

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9. Figure 2 below shows the relationship of each metric to the top level metrics (The Rights). Metrics that appear in bold text are the top level metrics. Metrics that appear in normal text are complementary or feeder metrics.

Top Seven Metrics Relationship Matrix

Metrics Name	Metric Number	Right Item	Right Time	Right Price	Right Advice	Right Reception	Right Efficiency	Right Talent
Contract Management Efficiency	1.1.8						x	
New Early CAS Actions	1.2.3				x			
Repeat Requests for Early CAS	1.2.3.1				x			
Single Process Initiative	1.2.4				x			
Service Standard Survey Results	1.3.1				x			
Return on Investment Ratio	1.4.1			x				
Training Hours per Employee	1.8.1							x
Percent Courses Completed	1.8.1.1							x
Percent DAWIA Certified	1.8.1.2							x
Percent DAU Quotas Used	1.8.1.3							x
Completeness of the CAL	2.1.1.2				x			
Preaward Survey Timeliness	2.1.2				x			
Contractor Segments Covered by FPRAs	2.2.1.1			x				
Negotiation Cycle Time	2.2.2			x				
Overage UCAs On-Hand	2.2.2.1			x				
Amount of Property LDD	3.2.1			x				
Initial First Article Submittals Accepted	3.3.1	x						
Packaging Discrepancies/1K Shipments	3.4.1	x						
Shipping Document Cycle Time	3.5.2		x					
Percent Schedules On-Time	3.7.1		x					
Delay Forecast Coverage	3.7.1.1				x			
Delay Forecast Accuracy	3.7.1.2				x			
Percent Conforming Items	3.7.1.3	x						
Customer Priority List	3.7.2		x					
Delay Forecast Timeliness	3.7.2.1				x			
ECPs to Correct Design/1K Contracts	3.10.1	x						
M/C RFWs/RFDs per 1,000 Contracts	3.10.1.1	x						
Software Recommendations Adopted	3.10.1.6				x			
Class I ECP Cycle Time	3.10.2.2		x					
ACAT Program Surveys	3.11.1.1					x		
Trailer Card Responses	3.11.1.2					x		
Cost Overruns on Major Programs	3.12.1.4			x				
Percent Joint Agreements	3.12.2						x	
Schedule Slippage on Major Programs	3.12.2.1		x					
Termination Cycle Time	4.1.2						x	
Percent Overage with Canceling Funds	4.2.2.1						x	

Figure 2

10. The guide which outlines a process for identifying the outcomes customers expect and selecting metrics which will measure progress toward reaching those outcomes is included in this guidebook (Page 111).

1.0 *General Management*

1.1 Demographics

Metric Operational Definitions:

1.1.1 Prime Contracts On-Hand

Definition: The quantity of contracts assigned for primary administration at the end of the report period.

Population: The population of contracts to be included are all open prime contracts assigned to the contract administration office at the end of the report period regardless of the type, i.e., firm fixed price, cost, etc.

Source: Data to populate this measure resides in Mechanization of Contract Administration Services (MOCAS). MOCAS report number UYMF03, Suboffice Management Information Report (MIR) data element numbers 010A01 and 010A02. *Note: MIR data element 010A01 is the quantity of firm fixed price prime contracts on hand. The total is derived from MOCAS Contract Administration Report (CAR) Sections 1, 2, 3, and 4; Assignment Code P; Parts A and B; Type J. MIR data element 010A02 is the quantity of all other types of prime contracts on hand. The total is derived from CAR Sections 1, 2, 3, and 4; Assignment Code P; Part A; All other Types.*

Computation: The total quantity of prime contracts on-hand is the sum of MIR data elements 010A01 and 010A02. *Note: Offices that administer contracts which are not included in MOCAS must also add non-MOCAS quantities.*

Stratification: The quantity of contracts on-hand is stratified by District, CAO, and Customer. When the Automated Metrics System is deployed, stratification will expand to include Buying Activity, Contractor, Team, CAR Part, CAR Section, and Contract Kind and Type.

Data Input Instructions: Add non-MOCAS quantities to the UYMF03 quantities and enter the sums of prime contracts on-hand into the corresponding cells on the Demographics screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 19 of the MSTA Users Guide.*

Data Elements:

Army Prime Contracts (4.2.1) - The quantity of open Army contracts assigned for primary administration that are on-hand at the contract administration office at the end of the report period.

Navy Prime Contracts (4.2.4) - The quantity of open Navy contracts assigned for primary administration that are on-hand at the contract administration office at the end of the period.

Air Force Prime Contracts (4.2.7) - The quantity of open Air Force contracts assigned for primary administration that are on-hand at the contract administration office at the end of the period.

DLA Prime Contracts (4.2.10) - The quantity of open Defense Logistics Agency contracts assigned for primary administration that are on-hand at the contract administration office at the end of the period.

Other Prime Contracts (4.2.13) - The quantity of open contracts other than Army, Navy, Air Force, and DLA, assigned for primary administration that are on-hand at the contract administration office at the end of the period.

1.1.2 Obligated Amount of Prime Contracts On-Hand

Definition: The obligated dollar amount of prime contracts assigned for administration at the end of the period.

Population: The population of contracts to be included are all open prime contracts assigned to the contract administration office at the end of the period regardless of the type, i.e., firm fixed price, cost, etc. This is the same population of contracts included in 1.1.1 above.

Source: Data to populate this measure resides in Mechanization of Contract Administration Services (MOCAS). MOCAS report number UYMF03, Suboffice Management Information Report (MIR) data element numbers 010B01 and 010B02. *Note: MIR data element 010B01 is the obligated dollar amount of firm fixed price prime contracts on hand. The amount is derived from MOCAS Contract Administration Report (CAR) Sections 1, 2, 3, and 4; Assignment Code P; Parts A and B; CAR Type J. MIR data element 010B02 is the obligated dollar amount of all other types of prime contracts on hand. The amount is derived from CAR Sections 1, 2, 3, and 4; Assignment Code P; Part A; All other Types.*

Computation: The total obligated dollar amount of prime contracts on-hand is the sum of MIR data elements 010B01 and 010B02. *Note: Offices that administer contracts which are not included in MOCAS must also add non-MOCAS amounts.*

Stratification: The obligated dollar amount of contracts on-hand is stratified by District, CAO, and Customer. When the Automated Metrics System is deployed, stratification will expand to include Buying Activity, Contractor, Team, CAR Part, CAR Section, and Contract Kind and Type.

Data Input Instructions: Amounts on the UYMF03 are represented in millions to one decimal. Begin by converting the amounts to whole dollars, e.g., $1671.1=$1,671,100,000. *Note: As a data quality check, offices should compare their grand total amount to the CAR Part D Summary total amount.* Add non-MOCAS amounts to the converted UYMF03 amounts and enter the sums of obligated amounts of contracts on-hand into the corresponding cells on the Demographics screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 19 of the MSTA Users Guide.*

Data Elements:

Obligated Amount of Army Prime Contracts (4.2.2) -The total obligated dollar amount of all open Army contracts assigned for primary administration that are on-hand at the contract administration office at the end of the period.

Obligated Amount of Navy Prime Contracts (4.2.5) -The total obligated dollar amount of all open Navy contracts assigned for primary administration that are on-hand at the contract administration office at the end of the period.

Obligated Amount of Air Force Prime Contracts (4.2.8) - The total obligated dollar amount of all open Air Force contracts assigned for primary administration that are on-hand at the contract administration office at the end of the period.

Obligated Amount of DLA Prime Contracts (4.2.11) -The total obligated dollar amount of all open Defense Logistics Agency contracts assigned for primary administration that are on-hand at the

contract administration office at the end of the period.

Obligated Amount of Other Prime Contracts (4.2.14) - The total obligated dollar amount of all open contracts other than Army, Navy, Air Force, and DLA, assigned for primary administration that are on-hand at the contract administration office at the end of the period.

1.1.3 Unliquidated Amount of Prime Contracts On-Hand

Definition: The unliquidated dollar amount of open prime contracts assigned for administration at the end of the period.

Population: The population of contracts to be included are all open prime contracts assigned to the contract administration office at the end of the report period regardless of the type, i.e., firm fixed price, cost, etc. This is the same population of contracts included in 1.1.1 above.

Source: Data to populate this measure resides in Mechanization of Contract Administration Services (MOCAS). MOCAS report number UYMF03, Suboffice Management Information Report (MIR) data element number 010C03. *Note: MIR data element 010C03 is the unliquidated dollar amount of prime contracts on hand. The amount is derived from MOCAS Contract Administration Report (CAR) Sections 1, 2, 3 and 4; Parts A and B; Assignment Code P.*

Computation: The total unliquidated dollar amount of prime contracts on-hand is the same as shown in MIR data element 010C03. *Note: Offices that administer contracts which are not included in MOCAS must add non-MOCAS amounts.*

Stratification: The unliquidated dollar amount of contracts on-hand is stratified by District, CAO, and Customer. When the Automated Metrics System is deployed, stratification will expand to include Buying Activity, Contractor, Team, CAR Part, CAR Section, and Contract Kind and Type.

Data Input Instructions: Amounts on the UYMF03 are represented in millions to one decimal. Begin by converting the amounts to whole dollars e.g., $1671.1=$1,671,100,000. *Note: As a data quality check, offices should compare their grand total amount to the CAR Part D Summary total amount.* Add non-MOCAS amounts to the converted UYMF03 amounts and enter the sums of unliquidated amounts of contracts on-hand into the corresponding cells on the Demographics screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 19 of the MSTA Users Guide.*

Data Elements:

Unliquidated Amount of Army Prime Contracts (4.2.3) - The total unliquidated dollar amount of open Army contracts assigned for primary administration that are on-hand at the contract administration office at the end of the period.

Unliquidated Amount of Navy Prime Contracts (4.2.6) - The total unliquidated dollar amount of open Navy contracts assigned for primary administration that are on-hand at the contract administration office at the end of the period.

Unliquidated Amount of Air Force Prime Contracts (4.2.9) - The total unliquidated dollar amount of open Air Force contracts assigned for primary administration that are on-hand at the contract administration office at the end of the period

Unliquidated Amount of DLA Prime Contracts (4.2.12) - The total unliquidated dollar amount of open Defense Logistics Agency contracts assigned for primary administration that are on-hand at the contract administration office at the end of the period.

Unliquidated Amount of Other Prime Contracts (4.2.15) - The total unliquidated dollar amount of open contracts other than Army, Navy, Air Force, and DLA, assigned for primary administration that are on-hand at the contract administration office at the end of the period.

1.1.4 Supervisory Ratio

Definition: The ratio of non-supervisory civilian employees to civilian supervisors.

Population: All civilian employees on-board at the end of the quarter.

Source: The data required to populate this metric resides in the Defense Business Management System (DBMS).

Computation: The supervisory ratio is calculated by dividing the quantity of non-supervisory employees in the population by the quantity of supervisory employees in the population. *Note: Supervisory employees are identified in DBMS by codes 1, 2, 4, 5, and 6 in the supervisory code field. Non-supervisory employees are identified by code 8 in the supervisory code field.*

Stratification: Supervisory ratio is stratified by District, CAO, and Team. *Note: Information is managed at CAO level and above.*

Desired Outcome: The desired outcome is continuous improvement of the process so the ratio of civilian employees to supervisors is increased to 13:1 or greater.

Data Input Instructions: None. Data is extracted from DBMS quarterly.

Data Elements:

Employees - The quantity of civilian employees on-board at the contract administration office at the end of the quarter who are identified in DBMS by an '8' in the supervisory code field.

Supervisors - The quantity of civilian employees on-board at the contract administration office at the end of the quarter who are identified in DBMS by codes 1, 2, 4, 5, and 6 in the supervisory code field.

1.1.5 High Grades

Definition: The quantity of civilian employees in grades 14 and above.

Population: All civilian employees on-board at the end of the quarter.

Source: The data required to populate this metric resides in the Defense Business Management System (DBMS).

Computation: The absolute quantity of high grade civilian employees is calculated by totalling the quantity of civilian employees in grades 14, 15, and SES.

Stratification: The quantity of high grade civilian employees is stratified by District, CAO, and Team. *Note: Information is managed at District level and above.*

Desired Outcome: The desired outcome is continuous improvement of the process so that the quantity of high grade civilian employees is reduced to below Agency goals.

Data Input Instructions: None. Data is extracted from DBMS quarterly.

Data Elements:

High Grades - The quantity of civilian employees on-board at the contract administration office at the end of the quarter who are at grade 14 and above.

1.1.6 Contractors Assigned Prime Contracts

Definition: The quantity of contractors under the cognizance of the contract administration office who have open prime contracts on-hand at the end of the period.

Population: Contractors to be included are all contractors under the cognizance of the contract administration office at the end of the period who have at least one open prime contract on-hand at the end of the period. *Note: For contractors who are assigned more than one Cage Code, count each CAGE Code as a separate contractor.*

Source: Data to populate this measure resides in Mechanization of Contract Administration Services (MOCAS). MOCAS report number UYCM21, CAR Selected Summary.

Computation: None. *Note: Offices that administer contracts which are not included in MOCAS must ensure contractors who are not otherwise included are added to the MOCAS report total.*

Stratification: The quantity of contractors who have open prime contracts on-hand is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Team.

Data Input Instructions: Enter the total quantity of contractors with open contracts into the corresponding cell on the Demographics screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 19 of the MSTA Users Guide.*

Data Element:

Contractors (4.2.16) - The quantity of contractors under the cognizance of the contract administration office who have at least one open prime contract on-hand at the end of the period. *Note: For contractors who are assigned more than one Cage Code, count each CAGE Code as a separate contractor*

1.1.7 On-Board Strength

Definition: The quantity of personnel employed by the contract administration office at the end of the period.

Population: All military and civilian employees, part-time as well as full-time, of the contract administration office on the last day of the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse

Computation: None. The absolute quantity of people who are on the employment roles of the contract administration office at the end of the period is to be reported.

Stratification: The on-board strength is stratified by District, CAO, and Type, i.e., Military or Civilian.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Demographics screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 19 of the MSTA Users Guide.*

Data Elements:

Military Personnel On-Board (4.2.17) - The quantity of military personnel assigned to the contract administration office who are on-board on the last day of the period.

Civilian Personnel On-Board (4.2.18) - The quantity of full-time and part-time civilian personnel

employed by the contract administration office who are on the payroll on the last day of the period.

1.1.8 Contract Management Efficiency

Definition: The ratio of prime contracts on-hand at the end of quarter to the quantity of full time equivalent (FTEs) employees.

Population: The total quantity of contracts and FTEs at the end of the quarter.

Source: The data required to populate this metric resides in MOCAS and Management Analysis Statistical System (MASS).

Computation: The efficiency ratio is calculated by dividing the quantity of contracts on-hand at the end of the quarter by the quantity of FTEs at the end of the quarter.

Stratification: The efficiency ratio is stratified by District.

Desired Outcome: The desired outcome is continous improvement of DCMC processes so that the efficiency ratio is increased.

Data Input Instructions: None.

Data Elements:

Full Time Equivalents (FTEs) - The quantity of regular, straight-time hours (not including overtime or holiday hours) worked by civilian employees divided by the quantity of compensable hours applicable to each fiscal year. *Source: OMB Circular A-11.*

Contracts On-Hand - The quantity of contracts assigned for primary administration at the end of the quarter.

1.1.9 Facilities

Definition: The quantity of DCMC Operating locations which exceed the DoD authorization of 130 square feet of office space per employee.

Population: All DCMC Operating locations.

Source: Data to polulate this metric resides in General Services Adminstration (GSA) leases and Installation Support Agreements (ISAs).

Computation: To determine if an operating location exceeds the DoD authorization of 130 square feet of office space per employee, divide the quantity of square feet of useable office space at the operating location at the end of the calendar year by the quantity of employees assigned to the operating location at the end of the calendar year. If the result is greater than 130, the operating location exceeds the authorization.

Stratification: The quantity of operating locations that exceed the DoD authorization is stratified by District and CAO.

Desired Outcome: The desired outcome is continous improvement of the process so that the quantity of locations that are not in compliance with the DoD authorization of 130 square feet of office space per employee is reduced to zero.

Data Input Instructions: None.

Data Elements:

Employees - The absolute quantity of civilian and military employees on-board at the operating office at the end of the calendar year.

Useable Square Feet - The absolute quantity of square feet of office useble office space at the operating location at the end of the calendar year. *Note: Useable square feet is determined by*

subtracting the quantity of square feet of office space for special use from the total quantity of square feet of office space.

Operating Location - A site where one or more DCMC employees occupies space which is identified in a GSA lease or in an ISA.

Data Constraints:

None.

Process Owner:

Business Office, AQBA, (703) 767-2458.

1.2 Initiatives

Metric Operational Definitions:

1.2.1 Process Improvement Cost Savings and Avoidances

Definition: Cost savings is the dollar amount that contract values have been reduced, or the amount returned to the government as a result of DCMC participation in process improvement activities. *Note: Cost savings result after contract award and require a modification reducing contract value, collection of a check, or a reduction in outlays.* Acquisition and DCMC operating cost avoidance is the amount government cost would have been higher were it not for DCMC's participation in process improvement activities. *Note: A cost avoidance can relate to a procurement appropriation or the redistribution of a DCMC operating cost.*

Population: All negotiated cost savings and estimated cost avoidances resulting from tangible process improvements completed by the contract administration office during the period. Included are benefits that resulted from system reviews where the process improvements that were recommended and adopted went beyond correcting contractual non-compliances; demonstrated process improvements resulting from teaming with contractors; and any contractor process change that was initiated as a Continuous Improvement Opportunities (CIOs).

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse

Computation: Monthly cost savings and avoidances are based on the delta increase in benefits from one month to the next, i.e., the growth recorded by the contract administration office during the month. Calculate acquisition cost savings and avoidances in current year dollars over a period not to exceed the active life of the longest existing contract influenced by a process improvement. Calculate DCMC operating cost savings and avoidances in current year dollars as supported by Performance Labor and Accounting System actual data and trend information. *Notes: Cost savings are reported as they are realized. Cost avoidances are reported on a one-time basis, however, additional amounts may be reported when they are identified. Parametric models to facilitate the calculation of monetary benefits have been distributed under separate cover.*

Stratification: Process Improvement Cost Savings and Avoidances are stratified by District and CAO.

Desired Outcome: The desired outcome is continuous improvement of the process so that DCMC continues to achieve additional cost savings and avoidances through process improvement activities.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Initiatives screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 29 of the MSTA Users Guide.*

Data Elements:

Note: The following data elements are also components of the Return on Investment (ROI) Ratio. A two-month total is also reported via fax from the DCMD Districts to AQOD.

Acquisition Cost Savings (6.2.2) - The dollar amount that contract values have been reduced

and money returned to the government as a result of DCMC participation in process improvement activities. *Note: Cost savings occur when a contract modification is negotiated which results in a reduction of the contract value, collection of a check, or a reduction in Government costs.*

Acquisition Cost Avoidance (6.2.3) - The dollar amount contractor expense and the anticipated Government cost would have been higher were it not for DCMC's participation in process improvement activities. *Example: Implementation of a joint DCMC/Contractor recommendation improves quality assurance controls and thus reduces material scrap.*

DCMC Operating Cost Savings (6.2.4) - The dollar amount DCMC operating costs were lowered do to reduced human or material resource utilization resulting from process improvement activities. *Notes: Includes reduction in office space, travel costs, or personnel assigned. It does not include reassignment of personnel from one office to another or from one project to another.*

DCMC Operating Cost Avoidance (6.2.5) - The dollar amount DCMC operating cost would have been higher were it not for participation in process improvement activities. *Example: Implementation of a joint DCMC/Contractor recommendation improves quality assurance controls, reduces the material scrap rate, and DCMC workforce hours that would have otherwise been required to ensure product quality.*

1.2.2 FEDCAS Activity

Definition: The amount of contract administration office activity involving non-DoD delegations quantified by the quantity of delegations, obligated amount, and reimbursable hours earned.

Population: All non-DoD delegations on-hand at the contract administration office at the end of the period.

Source: Data to populate the FEDCAS metrics resides in the Defense Contract Administration Reimbursable Reporting System (DCARRS), report number UCNA440C, Non-DoD Metrics.

Computation: The total quantity of non-DoD delegation on-hand is equal to the quantity in the population. The obligated amount of non-DoD delegations on-hand is the sum of the obligated amounts of each non-DoD delegation on-hand at the contract administration office at the end of the period. The total quantity of reimbursable hours earned is the sum of all reimbursable hours earned by the contract administration office during the period.

Stratification: FEDCAS activity is stratified by District, CAO, and Customer.

Desired Outcome: The desired outcome is to understand the quantity of DCMC resources devoted to non-DoD delegations.

Data Input Instructions: Enter the quantities or amounts for the data elements listed below into the corresponding cells on the Initiatives screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 29 of the MSTA Users Guide.*

Data Elements:

NASA Delegations (6.2.6) - The quantity of NASA delegations on-hand at the contract administration office at the end of the period, regardless of type, for which a document control number has been assigned in DCARRS, i.e., quality only, property administration, contract closeout, etc.

Obligated Amount of NASA Delegations (6.2.7) - The obligated amount of all NASA delegations on-hand at the contract administration office at the end of the period, regardless of type, for which a document control number has been assigned in DCARRS, i.e., quality only, property administration, contract closeout, etc.

NASA Reimbursable Hours Earned (6.2.8) - The quantity of non-DoD reimbursable hours reported into DCARRS by the contract administration office against NASA delegations during the period.

Other Federal Agency Delegations (6.2.9) - The quantity of other federal agency delegations on-hand at the contract administration office at the end of the period, regardless of type, for which a document control number has been assigned in DCARRS, i.e., quality only, property administration, contract closeout, etc.

Obligated Amount of Other Federal Agency Delegations (6.2.10) - The obligated amount of all other federal agency delegations on-hand at the contract administration office at the end of the period, regardless of type, for which a document control number has been assigned in DCARRS, i.e., quality only, property administration, contract closeout, etc.

Other Federal Agency Reimbursable Hours Earned (6.2.11) - The quantity of non-DoD reimbursable hours reported into DCARRS by the contract administration office against other federal agency delegations during the period.

Foreign CAS Delegations (6.2.12) - The quantity of foreign contract administration services delegations on-hand at the contract administration office at the end of the period, regardless of type, for which a document control number has been assigned in DCARRS, i.e., quality only, property administration, contract closeout, etc.

Obligated Amount of Foreign Delegations (6.2.13) - The obligated amount of all foreign delegations on-hand at the contract administration office at the end of the period, regardless of type, for which a document control number has been assigned in DCARRS, i.e., quality only, property administration, contract closeout, etc.

Foreign CAS Reimbursable Hours Earned (6.2.14) - The quantity of non-DoD reimbursable hours reported into DCARRS by the contract administration office against foreign contract administration services delegations during the period.

1.2.3 New Early CAS Actions

Definition: The quantity of new Early CAS actions on-hand at the contract administration office at the end of the period.

Population: All Early CAS actions in process at the contract administration office at the end of the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse

Computation: The quantity of new Early CAS actions is determined by subtracting the quantity of actions in process at the contract administration office at the end of the previous period from the quantity of actions in the population and adding the remainder to the quantity of actions completed during the period.

Stratification: New Early CAS Actions are stratified by District, CAO, and Type Action (Acquisition Strategy and Planning, RFP Development or Contract Structuring, Source

Selection, Sole Source Preaward Teaming, and Other). When the Automated Metrics System is deployed, stratification will expand to include Service, Buying Activity, and Program.

Desired Outcome: The desired outcome is continuous improvement of the process so that Early CAS actions continue to increase to support the migration of DCMC's contract administration role from oversight to insight.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Initiatives screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 29 of the MSTA Users Guide.*

Data Elements:

Acquisition Strategy and Planning Actions In Process (6.2.15) - The quantity of acquisitions for which the contract administration office is providing ongoing acquisition strategy and planning support, either continuously or periodically, at the end of the period. *Note: Acquisition strategy and planning support is activity which provides substantive acquisition or contracting insight, including lessons learned, as input to the acquisition strategy and planning process. Typical activities include review of acquisition/contracting plans and support at acquisition strategy and planning meetings.*

Acquisition Strategy and Planning Actions Completed (6.2.16) - The quantity of acquisitions for which the contract administration office completed acquisition strategy and planning support during the period.

RFP Development or Contract Structuring Actions In Process (6.2.17) - The quantity of RFP development, review, or contract structuring support efforts which are ongoing at the contract administration office at the end of the period.

RFP Development or Contract Structuring Actions Completed (6.2.18) - The quantity of RFP development, review, or contract structuring support efforts completed by the contract administration office during the period.

Source Selection Action In Process (6.2.19) - The quantity of source selection support efforts which are ongoing at the contract administration office at the end of period. *Note: Source selection support efforts include serving on the Source Selection Advisory Council (SSAC) or Source Selection Evaluation Board (SSEB), evaluating contractor proposals, and supporting performance risk assessment. Contractor management system evaluations, e.g., Software Capability Evaluations, Quality System Evaluations, etc., performed in support of ongoing or future source selections are included in this category.*

Source Selection Action Completed (6.2.20) - The quantity of source selection support efforts which are completed by the contract administration office during the period.

Sole Source Preaward Teaming Actions In Process (6.2.21) - The quantity of sole source acquisitions for which the contract administration office is providing ongoing preaward teaming support at the end of the period. *Note: Preaward teaming support involves the following preaward actions: Requirements determination or clarification; RFP development or review; Proposal analysis and fact finding; Establishing a negotiation position; and Negotiations support. Examples are IPT Pricing, Integrated Should Cost and Alpha Contracting.*

Sole Source Preaward Teaming Actions Completed (6.2.22) - The quantity of sole source acquisitions for which the contract administration office completed its preaward teaming support effort during the period.

Other Actions In Process (6.2.23) - The quantity of other Early CAS support actions which are ongoing at the contract administration office at the end of the period.

Other Actions Completed (6.2.24) - The quantity of other Early CAS support actions completed by the contract administration office during the period. *Note: An example of an other Early CAS action is performance of a market analysis.*

1.2.3.1 Repeat Requests for Early CAS

Definition: The quantity of repeat requests for Early CAS received during the fiscal year.

Population: The total quantity of requests for Early CAS received by the contract administration office during the fiscal year.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse

Computation: The quantity of repeat requests for Early CAS actions is determined by subtracting the quantity of initial requests received by the contract administration office during the fiscal year from the quantity of requests in the population. *Note: An initial request is one that is received from a buying activity requesting the specific type of action for the first time.*

Stratification: The quantity of repeat requests can be stratified by District, CAO, Type Action (Acquisition Strategy and Planning, RFP Development or Contract Structuring, Source Selection, Sole Source Preaward Teaming, and Other). Service, and Buying Activity.

Desired Outcome: To increase the level of repeat requests, evidencing both increasing activity and overall customer satisfaction.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Early CAS Requests - The total quantity of requests for any type of Early CAS action, i.e., Acquisition Strategy and Planning, RFP Development or Contract Structuring, Source Selection, Sole Source Preaward Teaming, or Other which was received by the contract administration office during the fiscal year.

Initial Requests - The quantity of requests for any type of Early CAS action, i.e., Acquisition Strategy and Planning, RFP Development or Contract Structuring, Source Selection, Sole Source Preaward Teaming, or Other, which was received from a buying activity requesting the specific type of action for the first time.

1.2.4 Single Process Initiative (SPI)

Definition: The percentage of processes submitted that result in a block change contract modification.

Population: The total quantity of processes submitted during the course of the Single Process Initiative. *Note: Processes that are submitted and then withdrawn are not included in this count.*

Source: Data currently resides in locally established logs and registers and is gathered weekly into a Headquarters administered data base. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percentage of processes submitted that result in a block change is calculated by dividing the quantity of processes in the population that result in a block change by the total

quantity of processes in the population and multiplying the result by 100.

Stratification: None.

Desired Outcome: To ensure that all processes submitted result in a timely block change modification.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed. *Note: An interim data collection method requires field offices to email results of SPI activity to the Headquarters each week.*

Data Elements:

Processes Submitted - The total quantity of processes submitted within contractor concept papers received by the contract administration office during the course of the Single Process Initiative. *Note: Processes that are submitted and then withdrawn are not included in this count.*

Block Change Modifications - The total quantity of block change contract modifications issued by the contract administration office during the course of the Single Process Initiative.

Data Constraints:

None.

Process Owner:

Business Development/Marketing Team, AQBB, (703) 767-2420.
Contractor Capability and Proposal Analysis Team, AQOD, 703-767-3384 (For Performance Improvement and Early CAS).

Contract Payment and Business Practices Team, AQOC, (703) 767-7306 (For Single Process Initiative).

1.3 Service Standards

Metric Operational Definitions:

1.3.1 Service Standard Survey Results

Definition: Measures DCMC's responsiveness to customer requests by calculating the percent of internal service standard survey questions answered affirmatively during the period.

Population: The total quantity of internal service standard survey questions answered during the period.

Source: The data required to populate this metric resides in locally established logs and registers. *Note: DCMC Headquarters results are contained in a spreadsheet file maintained by AQOA.*

Computation: The percent of internal service standard survey questions answered affirmatively during the period is calculated by dividing the quantity of survey questions in the population that were answered affirmatively by the total quantity of survey questions in the population and multiplying the result by 100. *Note: Each DCMC District surveys at least 10 CAOs at random during each period.*

Stratification: The percent of internal service standard survey questions answered affirmatively during the period is stratified by District.

Desired Outcome: The desired outcome is improved responsiveness to customer requests.

Data Input Instructions: None. Each DCMC District and DCMC Headquarters maintains its own spreadsheet file.

Data Elements:

Survey Questions - The total quantity of internal service standard survey questions that were answered yes or no during the period. *Note: This is the quantity of questions not the quantity of surveys.*

Affirmative Responses - The total quantity of internal service standard survey questions that were answered yes during the period.

Data Constraints:

None.

Process Owner:

Customer Support Team, AQOA, (703) 767-2382.

1.4 Return on Investment

Metric Operational Definitions:

1.4.1 Return on Investment Ratio

Definition: The relationship of amounts saved and avoided to the amount expended to operate the command.

Population: All amounts saved, avoided, and expended during the two-month period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The ratio is calculated by dividing the sum of all return on investment amounts saved and avoided during the period by the total operating costs expended during the period

Stratification: The ratio is stratified by District and CAO.

Desired Outcome: The desired outcome is continuous improvement of the process so that DCMC continues to realized a higher ratio of savings and avoidances over expenditures.

Data Input Instructions: Data is collected via fax from the DCMD Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Elements:

Contracting Officer Price Negotiations The amount saved and avoided as the result of contracting officer price negotiations for the acquisition of supplies and services completed during the two-month period (See metric 2.2.1).

Terminations Contracting Officer Negotiations - The amount saved as the result of Terminations Contracting Officer settlement negotiations completed during the two-month period (See metric 4.1.1).

Process Improvements - Cost savings is the dollar amount that contract values have been reduced, or the amount returned to the government as a result of DCMC participation in process improvement activities Acquisition and DCMC operating cost avoidance is the amount government cost would have been higher were it not for DCMC's participation in process improvement activities *(See metric 1.2.1).*

Final Overhead Rates - The amount saved as the result of negotiation in the settlement of final overhead rates during the two-month period *(See metric 4.4.1.1).*

Cost Accounting Standards - The amount saved as the result of settling cost accounting standards non-compliances issues during the two-month period *(See metric 2.2.1.3).*

Voluntary Refund Actions - The total amount of voluntary refunds made by contractors to the contract administration office during the two-month period (See metric 2.2.2.2).

Unauthorized Use of Government Property - The dollar amount of reimbursement checks received by the contract administration office during the two-month period as compensation for the unauthorized use of Government property (See metric 3.2.1.3).

Government Property Reutilization - The acquisition cost of all Government property reutilized as the result of plant clearance actions through redistribution to the Army, Navy, Air

Force, and other DoD agencies, NASA, and other Government agencies (See metric 4.3.1.1).

Contractor Insurance Pension Reviews - The amount saved and avoided as the result of settling cost issues identified in CIPR reports during the two-month period *(See metric 2.2.1.4).*

Product Noncompliances - The cost of all rework or repair to products classified as unusable to the customer and reported by a Corrective Action Request (CAR) which resulted from either an in-process or end item product audit (See metric 3.7.1.4).

Litigation - The dollar amount saved or returned to the Government as the result of court or administrative judgements or negotiated settlements of legal proceedings arising out of a DCMC action (See metric 4.5.1).

Total Operating Costs - The total of appropriated and reimbursable funds allocated to DCMC to pay for all labor and non-labor costs for the fiscal year.

1.5 Performance Assessment

Metric Operational Definitions:

1.5.1 Internal Operational Assessments

Definition: The percentage of scheduled Internal Operational Assessments (IOAs) conducted during the fiscal-year-to-date.

Population: All IOAs scheduled to be conducted during the current fiscal year.

Source: Data required to populate this metric is maintained by the DCMC Performance Assessment Team.

Computation: The percentage of scheduled Internal Operational Assessments (IOAs) conducted is calculated by dividing the quantity of IOAs conducted during the fiscal-year-to-date by the total quantity of IOAs in the population and multiplying the result by 100.

Stratification: None.

Desired Outcome: The desired outcome is continuous improvement of the process so that all IOAs are accomplished as scheduled.

Data Input Instructions: None.

Data Elements:

IOAs Scheduled - The quantity of DCMC offices scheduled to have an IOA conducted during the current fiscal year.

IOAs Conducted - The quantity of IOAs performed during the fiscal-year-to-date.

1.5.1.1 Unit Self Assessments

Definition: The percentage of DCMC organizations that have conducted a Unit Self Assessment during the current fiscal year.

Population: All DCMC organizational elements. *Note: This includes Contract Administration Offices, District Headquarters, DCMC Headquarters, and and other organizational entities, e.g., Industrial Analysis Support Office, etc.*

Source: Data required to populated this metric currently resides in locally established logs and registers.

Computation: The percentage of DCMC organizations that have conducted a Unit Self Assessment during the current fiscal year is calculated by dividing the quantity of organizational elements in the population that have conducted a USA during the fiscal-year-to-date by the quantity of organizational elements in the population and multiplying the result by 100.

Stratification: The percentage of DCMC organizations that have conducted a Unit Self Assessment during the current fiscal year is stratified by District and CAO.

Desired Outcome: The desired outcome is continuous improvement of the process so that all organizational elements conduct a USA annually.

Data Input Instructions: None.

Data Elements:

Organizational Elements - The total quantity of DCMC organizational elements required to perform a USA annually. *Note: This includes Contract Administration Offices, District Headquarters, DCMC Headquarters, and other organizational entities, e.g., Industrial Analysis Support Office,etc.*

USAs Conducted - The quantity of DCMC organizational elements that have conducted a USA during the fiscal-year-to-date.

1.5.1.2 Management Control Reviews

Definition: The percentage of scheduled Management Control Reviews (MCRs) conducted during the fiscal-year-to-date.

Population: All MCRs scheduled to be conducted during the current fiscal year.

Source: Data required to populate this metric currently resides in locally established logs and registers.

Computation: The percentage of scheduled MCRs conducted is calculated by dividing the quantity of MCRs conducted during the fiscal-year-to-date by the total quantity of MCRs in the population and multiplying the result by 100.

Stratification: The percentage of scheduled MCRs conducted during the fiscal-year-to-date is stratified by District and CAO.

Desired Outcome: The desired outcome is continuous improvement of the process so that all MCRs are accomplished as scheduled.

Data Input Instructions: None.

Data Elements:

MCRs Scheduled - The quantity of MCRs scheduled to be conducted during the current fiscal year.

MCRs Conducted - The quantity of MCRs conducted during the fiscal-year-to-date.

1.5.2 Annual Statements of Assurance

Definition: The percentage of DCMC organizational elements that submit their Annual Statement of Assurance (ASA) in a timely manner.

Population: All DCMC organizational elements. *Note: This includes Contract Administration Offices, District Headquarters, DCMC Headquarters, and other organizational entities, e.g., Industrial Analysis Support Office, etc.*

Source: Data required to populated this metric currently resides in locally established logs and registers.

Computation: The percentage of DCMC organizational elements that submitted timely ASAs is calculated by dividing the quantity of organizational elements in the population that submitted a timely ASA by the total quantity of organizational elements in the population an multiplying the result by 100.

Stratification: The percentage of DCMC organizations that submitted timely ASAs is stratified by District, CAOs, and HQ Business Area.

Desired Outcome: The desired outcome is continuous improvement of the process so that all organizational elements submit timely ASAs.

Data Input Instructions: None.

Data Elements:

Organizational Elements - The total quantity of DCMC organizational elements required to submit an annual statement of assurance. *Note: This includes Contract Administration Offices, District Headquarters, DCMC Headquarters Business Areas, and other organizational entities, e.g., Industrial Analysis Support Office, etc.*

Timely ASAs - The quantity of DCMC orgnizational elements that submit timely ASAs during the current fiscal year. *Note: CAO ASAs are considered timely if they arrive at the District on or before August 1st. District ASAs are considered timely if they arrive at the Headquarters on or before August 31st. Headquarter's Business Area ASAs are considered timely if they arrive at the Business Office on or before September 15th. The DCMC ASA is considered timely if it arrives at DLA Headquarters by October 1st.*

Data Constraints:

None.

Process Owner:

Performance Assessment Team, AQBC, (703) 767-2410

1.6 Labor Relations

Metric Operational Definitions:

1.6.1 Partnership Opportunities

Definition: The percent of partnering opportunities where the union participated.

Population: All total quantity of opportunities extended to the union during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent of partnering opportunities where the union participated is calculated by dividing the quantity of opportunities in the population where the union participated by the total quantity of opportunities in the population and multiplying the result by 100.

Stratification: The percent of partnering opportunities where the union participated is stratified by District, CAO, and Type Opportunity.

Desired Outcome: The desired outcome is continuous improvement of the process so that union participation is increased.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed. *Note: An interim data collection method requires DCMC District offices to provide the information to AQBA each month.*

Data Elements:

Partnering Opportunities - The total quantity of partnership opportunities extended to the union during the period.

Union Participation - The quantity of partnering opportunities where the union participated during the period.

1.6.1.1 Union Agreements

Definition: The percent of DCMC organizations that have union agreements in effect.

Population: All DCMC organizations which have the opportunity to establish a local labor union agreement.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent of DCMC organizations that have union agreements in effect is calculated by dividing the quantity of organizations in the population that have a union agreement in effect by the total quantity of organizations in the population and multiplying the result by 100.

Stratification: The percent of DCMC organizations that have union agreements in effect is stratified by District.

Desired Outcome: The desired outcome is continuous improvement of the process so that all DCMC organizations have union agreements in effect.

Data Input Instructions: None. Data to populate this metric will not be available until the

Automated Metrics System is deployed. *Note: An interim data collection method requires DCMC District offices to provide the information to AQBA each month.*

Data Elements:

DCMC Organizations - The total quantity of DCMC organizations that have the opportunity to establish a local labor union agreement.

Union Agreements- The quantity of DCMC organizations that have local labor union agreement in effect.

1.6.1.2 Unfair Labor Practices (ULPs)

Definition: The quantity of unfair labor practices cases which are open at the end of the report period.

Population: The total quantity of open ULPs on-hand at the end of the report period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The quantity of open ULPs is simply the sum of all ULPs in the population.

Stratification: The quantity of open ULPs is stratified by District and CAO.

Desired Outcome: The desired outcome is continuous improvement of the process so the quantity of open ULPs is reduced.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed. *Note: An interim data collection method requires DCMC District offices to provide the information to AQBA each month.*

Data Element:

Open ULPs - The total quantity of Unfair Labor Practices cases that are open at the end of the report period. *Note: ULPs are actions specified in 5 USC 7116 which management and unions must avoid in dealing with each other or with employees.*

1.6.1.3 Grievances

Definition: The quantity of union grievances which are open at the end of the report period.

Population: The total quantity of open union grievances on-hand at the end of the report period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The quantity of open union grievances is simply the sum of all union grievances in the population.

Stratification: The quantity of union grievances is stratified by District and CAO.

Desired Outcome: The desired outcome is continuous improvement of the process so the quantity of union grievances is reduced.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed. *Note: An interim data collection method requires*

DCMC District offices to provide the information to AQBA each month.

Data Element:

Union Grievances - The total quantity of union grievances that are open at the end of the report period. *Note: Union grievance means any complaint by any labor organization concerning any matters relating to the employment of an employee or concerning (i) the effect or interpretation, or a claim of breach, or of collective bargaining agreement; or (ii) any claimed violation, misinterpretation, or misapplication of any law, rule, or regulation affecting conditions of employment; 5 USC 7103(9).*

Data Constraints:

None.

Process Owner:

Business Office, (703) 767-2458.

1.7 Government Administrative Oversight

Metric Operational Definitions:

1.7.1 Government Administrative Oversight

Definition: The ratio of permanent and visiting government personnel at contractor facilities to the obligated dollar value of DoD contracts administered by resident DCMC Contract Administration Offices (CAO) at the end of the period. *Note: This is an Acquisition Reform Metric.*

Population: All contracts under the cognizance of the CAO at the end of the period.

Source: Data to populate this measure resides in Mechanization of Contract Administration Services (MOCAS) and locally established logs.

Computation: The ratio is determined by dividing the total obligated amount of contracts in the population at the end of the period by the sum of government personnel who held permanent company badges at the end of the period and the total quantity of "visit days" which occurred during the period.

Stratification: The ratio is stratified by District, CAO, Customer, and Reason for Visit.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Government Administrative Oversight screen of the DCMC Metrics System Transition Application (MSTA). *Notes: The number in parentheses refers to the MSTA cell designation shown on Page 23 of the MSTA Users Guide. Only Resident DCMC CAO's report.*

Data Elements:

DCMC Personnel With Badges (5.2.1) - The quantity of Defense Contract Management Command personnel, including those who are resident at the facility, who have been issued permanent badges by the company.

DCAA Personnel With Badges (5.2.2) - The quantity of Defense Contract Audit Agency personnel, including those who are resident at the facility, who have been issued permanent badges by the company.

Army Personnel With Badges (5.2.3) - The quantity of Army personnel, including those who are resident at the facility, who have been issued permanent badges by the company.

Navy Personnel With Badges (5.2.4) - The quantity of Navy personnel, including those who are resident at the facility, who have been issued permanent badges by the company.

Air Force Personnel With Badges (5.2.5) - The quantity of Air Force personnel, including those who are resident at the facility, who have been issued permanent badges by the company.

GAO Personnel With Badges (5.2.6) - The quantity of General Accounting Office personnel, including those who are resident at the facility, who have been issued permanent badges by the company.

Other Personnel With Badges (5.2.7) - The quantity of other government personnel, including those who are resident at the facility, who have been issued permanent badges by the company.

Visit Days by Army Personnel for Integrated Product Team Participation (5.2.8) - The

quantity of signatures by Army representatives entered into the company sign in register during the period where the primary purpose for visiting the facility was to participate as a member of an Integrated Product Team (IPT). *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges. For the purpose of this data element, include multi-disciplinary teams recognized by the company, program office, or buying command as IPTs.*

Visit Days by Navy Personnel for Integrated Product Team Participation (5.2.9) - The quantity of signatures by Navy representatives entered into the company sign in register during the period where the primary purpose for visiting the facility was to participate as a member of an Integrated Product Team (IPT). *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges. For the purpose of this data element, include multi-disciplinary teams recognized by the company, program office, or buying command as IPTs.*

Visit Days by Air Force Personnel for Integrated Product Team Participation (5.2.10) - The quantity of signatures by Air Force representatives entered into the company sign in register during the period where the primary purpose for visiting the facility was to participate as a member of an Integrated Product Team (IPT). *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges. For the purpose of this data element, include multi-disciplinary teams recognized by the company, program office, or buying command as IPTs.*

Visit Days by Other Government Personnel for Integrated Product Team Participation (5.2.11) - The quantity of signatures entered into the company sign in register during the period by representative from organizations other than the Army, Navy, or Air Force where the primary purpose for visiting the facility was to participate as a member of an Integrated Product Team (IPT). *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges. For the purpose of this data element, include multi-disciplinary teams recognized by the company, program office, or buying command as IPTs.*

Visit Days by Army Personnel for Contract Related Reasons (5.2.12) - The quantity of signatures that were entered into the company sign in register during the period by Army personnel who visited the facility for contractual matters, e.g., proposal review, negotiations, contract modifications, etc. *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges.*

Visit Days by Navy Personnel for Contract Related Reasons (5.2.13) - The quantity of signatures that were entered into the company sign in register during the period by Navy personnel who visited the facility for contractual matters, e.g., proposal review, negotiations, contract modifications, etc. *Note: Each day a non-badged*

government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges.

Visit Days by Air Force Personnel for Contract Related Reasons (5.2.14) - The quantity of signatures that were entered into the company sign in register during the period by Air Force personnel who visited the facility for contractual matters, e.g., proposal review, negotiations, contract modifications, etc. *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges.*

Visit Days by Other Government Personnel for Contract Related Reasons (5.2.15) - The quantity of signatures that were entered into the company sign in register during the period by representatives from organizations other than the Army, Navy, or Air Force who visited the facility for contractual matters, e.g., proposal review, negotiations, contract modifications, etc. *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges.*

Visit Days by Army Personnel for Program Review (5.2.16) - The quantity of signatures that were entered into the company sign in register during the period by Army personnel who visited the facility for Program Review meetings. *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges.*

Visit Days by Navy Personnel for Program Review (5.2.17) - The quantity of signatures that were entered into the company sign in register during the period by Navy personnel who visited the facility for Program Review meetings. *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges.*

Visit Days by Air Force Personnel for Program Review (5.2.18) - The quantity of signatures that were entered into the company sign in register during the period by Air Force personnel who visited the facility for Program Review meetings. *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges.*

Visit Days by Other Government Personnel for Program Review (5.2.19) - The quantity of signatures that were entered into the company sign in register during the period by representatives from organizations other than the Army, Navy, or Air Force who visited the facility for Program Review meetings. *Note: Each day a non-badged government employee visits the contractor's facility is considered a visit day, e.g., if a Government visitor is at the facility for three days, that counts as three visit days. Do not include signatures of personnel who hold permanent company badges.*

Data Constraints:

None.

Process Owner:

Product Design, Development, and Control Team,
AQOF, (703) 767-3359.

1.8 Training

Metric Operational Definitions:

1.8.1 Training Hours/Employee

Definition: The average annual quantity of training hours received per DCMC employee during the fiscal-year-to-date compared to the Industry benchmark of 84 hours per year per employee.

Population: All hours of training received by all DCMC employees during the current fiscal year.

Source: Data to populate this measure resides in the Performance Labor Accounting System (PLAS).

Computation: The average annual quantity of training hours received per DCMC employee during the fiscal-year-to-date is calculated by dividing the quantity of training hours in the population by the quantity of full time, civilian employees on-board at the end of the period.

Stratification: average annual quantity of training hours received per DCMC employee during the fiscal-year-to-date is stratified by District and CAO.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Training Hours - The quantity of hours charged to PLAS Process Code 217 during the fiscal-year-to- date.

Employees On-Board - The total quantity of full time, civilian employees on-board at the end of the period.

1.8.1.1 Percent Courses Completed

Definition: The percentage of training needs listed on individual development plans that are completed at the end of the period.

Population: All training courses listed on the individual development plans of all employees at the end of the period.

Source: Data to populate this measure resides in employee individual development plans. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent training completed is determined by dividing the quantity of training courses in the population that have been completed by the total quantity of training courses in the population and multiplying the result by 100.

Stratification: The percent training completed is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Mandatory/Non-Mandatory, Course, Venue, and Provider.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Demographics screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 19 of the MSTA Users Guide.*

Data Elements:

Courses Listed (4.2.19) - The total quantity of courses listed on the individual development plans

of all employees on-board at the contract administration office at the end of the period.

Courses Completed (4.2.20) - The total quantity of courses listed on the individual development plans of all employees on-board at the contract administration office that were completed at the end of the period.

1.8.1.2 Percent DAWIA Certified

Definition: The percentage of DCMC Acquisition Workforce employees certified at the appropriate level.

Population: All civilian, acquisition workforce employees on-board at the end of the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percentage of DCMC Acquisition Workforce employees certified at the appropriate level is calculated by dividing the quantity of employees in the population who are certified at the appropriate level by the total quantity of employees in the population and multiplying the result by 100.

Stratification: The percentage of DCMC Acquisition Workforce employees certified at the appropriate level is stratified by District and CAO.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Acquisition Workforce Employees - The quantity of civilian employees on-board at the contract administration office at the end of the period who require DAWIA certification as specified in DoD 5000.52M.

Certified Employees - The quantity of civilian, acquisition workforce employees who are certified at a level commensurate with their current job assignment.

1.8.1.3 Percent DAU Quotas Used

Definition: The percentage of training spaces allocated that are used during the fiscal-year-to-date.

Population: All training spaces allocated per fiscal year.

Source: Data currently resides in the Army Training Requirements and Resources System (ATRRS).

Computation: The percentage of DAU quotas used is calculated by dividing the quantity of spaces in the population that were filled by an employee who graduated the course by the total quantity of spaces in the population and multiplying the result by 100.

Stratification: The percentage of DAU quotas used is stratified by District and CAO.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Training Spaces Allocated - The total quantity of DAU training spaces allocated to DCMC for use during the current fiscal year.

Graduates - The quantity of DCMC employees who graduate a DAU course during the fiscal-year-to-date.

Data Constraints:

None.

Process Owner:

Workforce Strategy Team, AQOJ, (703) 767-2350.

2.0 *PreAward*

2.1 Preaward Surveys

Purpose: Preaward surveys are requested by buying activities that do not have sufficient evidence to determine whether or not an offeror is responsible. A preaward survey by the cognizant Contract Administration Office (CAO) evaluates the offeror's capability in specific areas unknown to the buying activity, e.g., financial capability. Based on evaluations conducted by the CAO during the course of the preaward survey, a recommendation for award, partial award, or no award is submitted to the buying activity. Although buying activities are not bound by the CAO's recommendation, award decisions most often agree with award recommendations. It is therefore extremely important that recommendations for award are only made to those offerors who are then able to perform in accordance with the *original terms of the resulting contract.* It is also extremely important that preaward survey recommendations are rendered in sufficient time so that they do not delay award decisions. An important aspect of the preaward survey process is the Contractor Alert List (CAL). The DCMC publishes the CAL monthly to help buying activities identify chronic poor performers and offerors currently experiencing performance problems. The CAL guidance requests buying activities to contact cognizant Preaward Survey Managers prior to making awards to CAL contractors

Metric Operational Definitions:

2.1.1 Reserved

2.1.1.1 Reserved

2.1.1.2 Completeness of the CAL

Definition: The percentage of contractors having poor current performance records that are listed on the CAL.

Population: All contractors with current performance statistics which are equal to or greater than 10 delinquent contracts **and** a 15 percent delinquency rate.

Source: Data to populate the metric resides in the Mechanization of Contract Administration Services (MOCAS) system report UNKP700 and the CAL.

Computation: The percentage is computed by dividing the quantity of contractors listed on the CAL by the quantity of contractors in the population and multiplying the result by 100.

Stratification: The percentages are stratified by District, CAO, and Team.

Desired Outcome: The desired outcome is continual improvement of the process so that all chronic poor performers are identified on the CAL thus ensuring that buying activities are made aware of poor performing offerors and are advised to contact the cognizant Preaward Survey Manager prior to awarding new business. This normally will result in preaward survey recommendations for no award. Reducing the quantity of awards to chronic poor performers will significantly reduce contract administration costs, increase customer satisfaction, and satisfy military material requirements.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the PreAward Surveys screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in*

parentheses refers to the MSTA cell designation shown on Page 37 of the MSTA Users Guide.

Data Elements:

CAL Contractors (8.2.9) - The quantity of contractors listed on the contract administration office's Contractor Alert List at the end of the period.

Poor Performing Contractors (8.2.10) - The quantity of contractors under the cognizance of the contract administration office at the end of the period who have 10 or more delinquent contracts **and** a delinquency percentage of 15 percent or higher. *Note: Contractors are listed on MOCAS Report Number UNKP700.*

2.1.2 PreAward Survey Timeliness

Definition: The percentage of preaward surveys completed on or before the original date required by the buying activity.

Population: All on-site preaward surveys completed and mailed during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percentage is computed by dividing the quantity of preaward surveys in the population which were completed and mailed on or before the date appearing in Block 10, Date Report Required, of Standard Form 1403, Preaward Survey of Prospective Contractor (General) by the total quantity of preaward surveys in the population and multiplying the result by 100.

Stratification: The percentages are stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Service, Buying Activity, Contractor, Team, Factors Evaluated, and Buying Activity participation.

Desired Outcome: The desired outcome is continual improvement of the process so that the overwhelming majority of surveys are completed by the original due date.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the PreAward Surveys screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 37 of the MSTA Users Guide.*

Data Elements:

On-Site Surveys Completed (8.2.1) - The quantity of on-site preaward surveys that the contract administration office mailed during the period.

On-Site Surveys Completed By Original Due Date (8.2.7) - The quantity of on-site preaward surveys mailed by the contract administration office during the period which were mailed on or before the original date required by the buying activity.

Data Constraints:

None.

Process Owner:

Contractor Capability and Proposal Analysis Team, AQOD, (703) 767-3384.

2.2 Price Negotiation

Purpose: To provide either an evaluation of a contractor's proposal for the procuring activity to negotiate or to perform both the evaluation and negotiation for the procuring activity. Proposals can be for new procurements, change orders, value engineering change proposals, engineering change proposals, etc.

Metric Operational Definitions:

2.2.1 Contracting Officer Price Negotiations Savings and Avoidances

Definition: The amount saved and avoided as the result of contracting officer price negotiations for the acquisition of supplies and services completed during the two-month period.

Population: All price negotiations for the acquisition of supplies and services completed during the two-month period. *Note: This includes price negotiations completed by the Administrative Contracting Officer (ACO), or the Procuring Contracting Officer (PCO) only if the PCO was supported by DCMC IPT Pricing participation (or similar concurrent team pricing approaches such as Alpha Contracting, One Pass, etc.). Do* ***not*** *include any subcontract pricing actions independently in this category since they are included in the prime contract negotiation results.*

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: Contracting officer price negotiations cost savings and avoidances are calculated by subtracting the amount negotiated from the amount proposed for all negotiations in the population.

Stratification: Contracting officer price negotiations cost savings and avoidances is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Team, Service, Buying Activity, Contractor, Dollar Value, Program.

Desired Outcome: To negotiate prices that are less than those proposed. *Note: It is understood that, because of the way this metric is calculated, streamlined contract pricing approaches, such as IPT Pricing, Alpha Contracting, One Pass, etc, will make it appear that less cost savings and avoidances are being achieved.*

Data Input Instructions: Data is collected via fax from the DCMD Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Elements:

Note: The following data elements are also components of the Return on Investment (ROI) Ratio.

Price Negotiations Savings - The difference between the proposed amount and the negotiated amount for definitization of UCAs and equitable adjustments for Change Orders (i.e., negotiations to establish prices for work that typically begin under a not-to-exceed amount or ceiling price).

Price Negotiations Avoidances - The difference between the proposed amount and the negotiated amount for contracts and modifications awarded fully priced.

2.2.1.1 Percent of Contractor Segments Covered by FPRAs

Definition: The percentage of contractor segments requiring forward pricing rate reviews that have a forward pricing rate agreement in place.

Population: All contractor segments where the quantity or value of pricing actions would make forward pricing beneficial.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent of contractor segments covered by FPRAs is calculated by dividing the quantity of contractor segments that are covered by an FPRA by the quantity of contractor segments in the population.

Stratification: The percent of contractor segments covered by FPRAs is stratified by District and CAO. When the Automate Metrics System is deployed, stratification will expand to include Type of FPRA/FPRR, FPRA/FPRR Element, Effective Date, Pricing Status, Contractor, Service, Buying Activity, ACO, PCO, and Amount of Sales.

Desired Outcome: To continually improve the FPRA/FPRR process so all identified contractor segments are covered by either an FPRA or, when extenuating circumstances occur, an FPRR.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the System Review and Forward Pricing screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 34 of the MSTA Users Guide.*

Data Elements:

Contractor Segments (7.2.9) - The quantity of contractor locations or sites identified as having a sufficient quantity or value of pricing actions to make forward pricing beneficial. Included are service centers, corporate offices, and intermediate cost centers. *Note: Report the quantity of segments only not the quantity of FPRAs, e.g., if a contractor site has FPRAs covering labor, overhead, and G&A, the quantity of segments covered is one, not three.*

Segments Covered (7.2.10) - The quantity of contractor segments, identified as beneficial segments, where at least one overhead, labor, or G&A FPRA was in place at the end of the period. *Note: An FPRA is a formal agreement supported by a price negotiation memorandum and signed by the ACO and the contractor. Report only those segments where at least one of the FPRAs are actually available for use in negotiations.*

2.2.1.2 Quantity of Price Negotiations

Definition: The quantity of DCMC price negotiations completed by the contract administration office during the period.

Population: All price negotiations for the acquisition of supplies and services completed by the contract administration office during the

period. *Note: This includes definitization of undefinitized contract actions, equitable adjustments for change orders, negotiation of over and above work requests, issuance of fully priced delivery orders and other supplemental agreements requiring price negotiation. It does* ***not*** *include forward pricing rate agreements, negotiation of final overhead rates, cost accounting standards settlement agreements, price adjustments for defective pricing and similar efforts.*

Source:. When the Automated Metrics System (AMS) is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The quantity of price negotiations is the sum of all price negotiations included in the population. *Note: A price negotiation is not considered complete until the resultant contract modification or delivery order has been issued and the record closed in the AMS.*

Stratification: The quantity of price negotiations is stratified by District, CAO, Team, Service, Buying Activity, Contractor, Dollar Value, Program.

Desired Outcome: Not applicable

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Price Negotiations Completed - The quantity of price negotiations completed by the contract administration office during the period. *Note: A price negotiation is not considered complete until the resultant contract modification or delivery order has been issued and the record closed in the AMS.*

2.2.1.3 Cost Accounting Standards (CAS) Savings

Definition: The amount saved as the result of settling cost accounting standards non-compliances issues during the two-month period.

Population: All cost accounting standards non-compliances issues settled during the two-month period.

Source: Data currently resides in the MOCAS Contract Audit Follow-Up System. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The amount saved is calculated by totaling the amount of money returned to the Government or the amount contract prices were reduced as the result of settling cost accounting standards non-compliance issues during the two-month period.

Stratification: The amount saved as the result of settling cost accounting standards non-compliances issues is stratified by District and CAO.

Desired Outcome: To continuously improve the process so that DCMC continues to achieve cost savings as the result of settling CAS non-compliance issues.

Data Input Instructions: Data is collected via fax from the DCMD Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Element:

Note: The following data element is a component of the Return on Investment (ROI) Ratio.

CAS Non-Compliance Savings - The total amount saved as the result of settling cost accounting standards non-compliance issues during the two-month period.

2.2.1.4 Contractor Insurance Pension Review (CIPR) Savings and Avoidances

Definition: The amount saved and avoided as the result of settling cost issues identified in CIPR reports during the two-month period.
Population: All CIPR issues settled during the two-month period.

Source: Data currently resides in the locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The amount saved is calculated by totaling the amount of money returned to the Government or the amount contract prices were reduced as the result of settling CIPR issues during the two-month period. The amount avoided is calculated by subtracting the amount negotiated from the amount proposed for forward pricing actions relative to settlement of insurance pension cost issues during the two-month period.

Stratification: The amount saved and avoided as the result of settling cost issues identified in CIPR reports during the two-month period is stratified by District and CAO.

Desired Outcome: To continuously improve the process so that DCMC continues to achieve cost savings and avoidances as the result of settling cost issues identified in CIPR reports.

Data Input Instructions: Data is collected via fax from the DCMD Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Elements:

Note: The following data elements are components of the Return on Investment (ROI) Ratio.

Insurance Pension Savings - The amount of money returned to the Government or the amount contract prices were reduced as the result of settling CIPR issues during the two-month period.

Insurance Pension Avoidances - The difference between the proposed amount and the negotiated amount as the result of CIPR issues settled during the two-month period.

2.2.2 Negotiation Cycle Time

Definition: The average quantity of days required by the contract administration office to complete price negotiation during the period.

Population: All price negotiations for the acquisition of supplies and services completed by the contract administration office during the period. *Note: This includes definitization of undefinitized contract actions, equitable adjustments for change orders, negotiation of over and above work requests, issuance of fully priced delivery orders and other supplemental agreements requiring price negotiation. It does* ***not*** *include forward pricing rate agreements, negotiation of final overhead rates, cost accounting standards settlement agreements,*

price adjustments for defective pricing and similar efforts.

Source: When the Automated Metrics System (AMS) is deployed, the data will reside in the DCMC Information Warehouse.

Computation: Cycle time to complete an individual price negotiation is calculated by subtracting date the delivery order or modification was issued from the date the contractor's proposal was received. The average cycle time is calculated by adding the individual cycle times for all actions completed during the period and dividing the sum by the quantity of actions in the population.

Stratification: Negotiation cycle time is stratified by District, CAO, Service, Buying Activity, Contractor, and Team

Desired Outcome: To continually improve the process so that negotiation cycle time is significantly reduced.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Price Negotiations Completed - The quantity of price negotiations completed by the contract administration office during the period. *Note: A price negotiation is not considered complete until the resultant contract modification or delivery order has been issued and the record closed in the AMS.*

Days to Negotiate - The quantity of days that elapse between the date the contractor's proposals is received and the date the delivery order or modification is issued by the contract administration office.

2.2.2.1 Overage Undefinitized Contract Actions (UCAs) On-Hand

Definition: The percent of UCAs on-hand at the contract administration office at the end of the period that are overage.

Population: The total quantity of UCAs on-hand at the contract administration office at the end of the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computations: The percent of UCAs on-hand that are overage is calculated by dividing the quantity of UCAs on-hand that are overage by the quantity of UCAs in the population and multiplying the result by 100. *Note: To determine if a UCA is overage, subtract the date the UCA was issued from the date of the last day of the period. If the result is more than 180, the UCA is overage.*

Stratification: Overage UCAs on-hand is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Service, Buying Activity, Contractor, Team, Type Action, and Dollar Value.

Desired Outcome: Continuous improvement of the process so that the quantity of overage UCAs on-hand is reduced.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Proposal Evaluation and Negotiation screen of the DCMC Metrics System Transition Application (MSTA): *Note:*

The number in parentheses refers to the MSTA cell designation shown on Page 40 of the MSTA Users Guide.

Data Elements:

UCAs On-Hand (9.2.13) - The quantity of undefinitized contract actions assigned to the contract administration office to definitize that are not yet definitized at the end of the period. *Note: For the purposes of this metric, UCAs include change orders in addition to the actions identified in DFARS 217.7401(d).*

UCAs On-Hand >180 Days (9.2.15) - The quantity of undefinitized contract actions assigned to the contract administration office to definitize that are not yet definitized at the end of the period where the elapsed time between the date the UCA was issued and the last day of the period is more than 180 days.

2.2.2.2 Voluntary Refund Actions

Definition: The total amount of voluntary refunds made by contractors to the contract administration office during the two-month period**.**

Population: All voluntary refunds received by the contract administration office during the two-month period. *Note: A voluntary refund is a payment or credit made by a contractor or subcontractor which is not required legally or contractually. They may come from a decrease in subcontract price, a decrease in material costs, inadequate compensation to the Government for the use of Government property or the disposition of excess property, inadequate compensation to the Government for nonconforming products, a unilateral price reduction by the contractor, or any other savings that a contractor may realize during the course of the contract which is then forwarded on to the Government.*

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The total amount of voluntary refunds made by contractors to the contract administration office during the two-month period is calculated by totaling the amounts of all voluntary refunds in the population. *Note: This includes all amounts received as a result of receipt of a voluntary refund check; a reduction in contract price, target price, or estimated cost and fee; or the deobligation of funds after consultation with the buying office.*

Stratification: The total amount of voluntary refunds is stratified by District and CAO.

Desired Outcome: The desired outcome is continuous improvement of the process so that DCMC continues to achieve cost savings as the result of voluntary refunds.

Data Input Instructions: Data is collected via fax from the DCMD Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Element:

Note: The following data element is also a component of the Return on Investment (ROI) Ratio.

Voluntary Refunds - The total amount of all voluntary refunds received by the contract

administration office during the two month period.

2.2.2.3 Reserved

2.2.2.4 Reserved

2.2.2.5 Aging of Unresolved Audit Reports

Definition: The average age of unresolved reportable audit reports.

Population: The total quantity of unresolved reportable audit reports on-hand at the end of the period.

Source: Data to populate this metric resides in the audit follow-up file of the Mechanization of Contract Administration Services (MOCAS) system.

Computation: The age of unresolved reportable audit reports is calculated in days. The age of an individual report is calculated by subtracting the Julian date of the report from the Julian date of the last day of the period. Average age is calculated by adding the individual ages of all reports in the population by the quantity of reports in the population.

Stratification: Average age of unresolved reportable audit reports on-hand is stratified by District, CAO, Type Audit, Team, and Range (<180 days, 181 to 365 days, and >365 days). *Note: Quantity and Percent of Reports On-Hand >180 Days is a derivative of this metric.*

Desired Outcome: Continuous improvement of the process so that the average age of unresolved audit reports on-hand is reduced without a loss of quality or an increase in cost.

Data Input Instructions: None. Data to support this metric will not be available until the Automated Metrics System is deployed.

2.2.2.6 Cycle Time for Resolution of Audit Reports

Definition: The average quantity of days required to resolve reportable audit reports.

Population: The total quantity of reportable audit reports resolved during the period.

Source: Data to populate this metric resides in the audit follow-up file of the Mechanization of Contract Administration Services (MOCAS) system.

Computation: Audit report cycle time is calculated in days. The cycle time for resolving an individual audit report is calculated by subtracting the Julian date of the report from the Julian date the report was resolved. Average cycle time is calculated by adding the individual cycle times of all reports in the population by the quantity of reports in the population.

Stratification: Cycle time to resolve audit reports is stratified by District, CAO, Type Audit, Team, and Range (<180, 181-365, >365). *Note: Quantity and Percent of Reports Resolved in >180 Days is a derivative of this metric.*

Desired Outcome: Continuous improvement of the process so that audit report cycle time is reduced without a loss in quality or an increase in cost.

Data Input Instructions: None. Data to support this metric will not be available until the Automated Metrics System is deployed.

2.2.2.7 Aging of Undisposed Audit Reports

Definition: The average age of reportable audit reports that have not been dispositioned.

Population: The total quantity of reportable audit reports on-hand at the end of the period that have not been dispositioned.

Source: Data to populate this metric resides in the audit follow-up file of the Mechanization of Contract Administration Services (MOCAS) system.

Computation: The age of reportable audit reports that have not been dispositioned is calculated in days. The age of an individual report is calculated by subtracting the Julian date of the report from the Julian date of the last day of the period. Average age is calculated by adding the individual ages of all reports in the population by the quantity of reports in the population.

Stratification: Average age of reportable audit reports on-hand that have not been dispositioned is stratified by District, CAO, Type Audit, Team, and Range (<365 days, and >365 days). *Note: Quantity and Percent of Reports On-Hand Not Dispositioned in >365 Days is a derivative of this metric.*

Desired Outcome: Continuous improvement of the process so that the average age of audit reports on-hand that have not been dispositioned is reduced without a loss of quality or an increase in costs.

Data Input Instructions: None. Data to support this metric will not be available until the Automated Metrics System is deployed.

2.2.2.8 Cycle Time to Disposition Audit Reports

Definition: The average quantity of days required to disposition reportable audit reports during the period.

Population: The total quantity of reportable audit reports dispositioned during the period.

Source: Data to populate this metric resides in the audit follow-up file of the Mechanization of Contract Administration Services (MOCAS) system.

Computation: Cycle time to disposition reportable audit reports is calculated in days. The cycle time for disposition of an individual audit report is calculated by subtracting the Julian date of the report from the Julian date the report was dispositioned. Average cycle time is calculated by adding the individual cycle times of all reports in the population by the quantity of reports in the population.

Stratification: Cycle time to disposition audit reports is stratified by District, CAO, Type Audit, Team, and Range (<365 days, and >365 days). *Note: Quantity and Percent of Reports Dispositioned >365 Days is a derivative of this metric.*

Desired Outcome: Continuous improvement of the process so that the cycle time to disposition reportable audit reports is reduced without a loss of quality or an increase in cost.

Data Input Instructions: None. Data to support this metric will not be available until the Automated Metrics System is deployed.

2.2.2.9 Aging of Estimating System Deficiencies

Definition: The age of deficiencies identified in contractor estimating systems.

Population: All reportable deficiencies, significant or otherwise, that the contractor is required to correct in accordance with DFARS 215.811-70(f)(4) that are on-hand at the contract administration office at the end of the period. *Note: Deficiencies are reportable for all contractors subject to estimating system requirements pursuant to DFARS 215.811-70(b)(2).*

Source: Data to populate this metric resides in ACO/DACO records and reports, e.g., Outstanding Estimating System Deficiency Memorandum. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: To determine the age of a deficiency subtract the Julian date of the deficiency from the Julian date of the last day of the period. *Note: The date of the deficiency is the earliest of the following: a) The date the contractor has agreed to correct the deficiency and has submitted a corrective action plan; b) The date the contractor was formally notified to correct the deficiency; or c) 60 days from the date of the report initially identifying the deficiency.*

Stratification: Aging of estimating system deficiencies is stratified by District, CAO, and Range (<1 Year, >1 Year and <2 Years, >2 Years and <3 Years, and >3 Years) *Note: The total quantity of estimating system deficiencies is a derivative of this metric.*

Desired Outcome: Continuous improvement of the process to improve the timeliness of correction of estimating system deficiencies and to reduce the quantity of long term deficiencies.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Proposal Evaluation and Negotiation screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 40 of the MSTA Users Guide.*

Data Elements:

Estimating System Deficiencies Aged <1 Year (9.2.9) - The quantity of estimating system deficiencies that are on-hand at the contract administration office at the end of the period that are less than 1 year old.

Estimating System Deficiencies Aged >1 Year and <2 Years (9.2.10) - The quantity of estimating system deficiencies that are on-hand at the contract administration office at the end of the period that are more than 1 but less than 2 years old.

Estimating System Deficiencies Aged >2 Years and <3 Years (9.2.11) - The quantity of estimating system deficiencies that are on-hand at the contract administration office at the end of the period that are more than 2 but less than 3 years old.

Estimating System Deficiencies Aged >3 Years (9.2.12) - The quantity of estimating system deficiencies that are on-hand at the contract administration office at the end of the period that are more than 3 years old.

Data Constraints:

None.

Process Owners:

Contractor Capability and Proposal Analysis Team, AQOD, (703) 767-3384 (For Pricing, Estimating Systems, and Undefinitized Contract Actions).

Overhead Center of Excellence, AQOK, 767-3391 (For Audit Follow-Up and Forward Pricing).

2.3 Industrial Base Assessments

Purpose: To complete industrial base assessment data collection taskings in an accurate, timely, and complete manner in order to provide current information concerning the capabilities of the industrial base.

Metric Operational Definitions:

2.3.1 Reserved

2.3.2 Taskings Completed by Due Date

Definition: The percentage of Industrial Base Capability Data Collection Taskings completed by the requester's due date

Population: All Industrial Base Capability Data Collection Taskings completed by the contract administration office during the period. *Note: Taskings take the form of DD Form 2649, DD Form 2650, DD Form 2575-1/-2.*

Source: Data to populate this metric currently resides within the Industrial Analysis Support Manager's workload log. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percentage of taskings completed by due date is calculated by dividing the quantity of taskings in the population which were completed by the requester's due date by the total quantity of taskings in the population and multiplying the result by 100.

Stratification: Percent of taskings completed by the requester's due date is stratified by District, and CAO. When the Automated Metrics System is deployed, stratification will expand to include Team.

Desired Outcome: To continuously improve the process so the overwhelming majority of taskings are completed by the requester's due date.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Industrial Base Assessment screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 43 of the MSTA Users Guide.*

Data Elements:

Industrial Base Capability Data Collection Taskings Completed (10.2.1) - The total quantity of Industrial Base Capability Data Collection Taskings completed by the contract administration office during the period.

Industrial Base Capability Data Collection Taskings Completed by Requester's Due Date (10.2.3) - The quantity of Industrial Base Capability Data Collection Taskings completed by the contract administration office during the period that were completed by the requester's due date.

Data Constraints:

None.

Process Owner:

Contractor Capability and Proposal Analysis Team, AQOD, (703) 767-3384.

3.0 POST AWARD

3.1 Reserved

3.2 Property Management

PURPOSE: To ensure contractors who possess government property establish a system which serves to control, protect, preserve, and maintain all government property in their possession or in the possession of their subcontractors. And, to further ensure, that incidents of loss, damage, destruction, unauthorized use, and unreasonable consumption of government property are uncovered and reported.

Metrics Operational Definitions:

3.2.1 Amount of Loss, Damage and Destruction (LDD)

Definition: The dollar amount of DoD property in the possession of contractors and their subcontractors which is lost, damaged, or destroyed.

Population: DoD property in the custody of contractors and their subcontractors as reported annually on DD Form 1662. *Note: This remains constant throughout the year*.

Source: Data to populate the metric resides in the Contract Property Management System (CPMS) and the Liability Case File Register (DLA Form 1506).

Computation The dollar amount of LDD property is calculated by totaling the amounts of loss, damage, or destruction to any item of property in the population that occurs during the period. *Notes: Amounts are reported by the property administrator at the prime contractor location at the end of the month during which the property case was closed. When property is damaged, only the damage value is reported, not the acquisition cost, e.g., $90K LDD to a $1M item of property, report $90K.*

Stratification: The amount of LDD is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Team, Service, and Buying Activity.

Desired Outcome: The desired outcome is continuous improvement of the process so that the amount of loss, damage, and destruction of DoD property in the possession of contractors and their subcontractors is minimized. When incidents of LDD do occur, the desired outcome is that they do not go undetected but are identified and fully investigated by DCMC.

Data Input Instruction: Enter the amounts of LDD listed below into the corresponding cells on the Property Management screen of the DCMC Metrics System Transition Application (MSTA). *Note: The number in parentheses refers to the MSTA cell designation shown on Page 49 of the MSTA Users Guide.*

Data Elements:

Amount of LDD with Satisfactory Systems (12.2.1) - The dollar amount of DoD property which is lost, damaged, or destroyed where the contractor possessing the property has a property control system that DCMC has found to be satisfactory. *Notes: Amounts are reported by the property administrator at the prime contractor location at the end of the month during which the property case was closed. When property is damaged, only the damage value is reported, not the acquisition cost, e.g., $90K LDD to a $1M item of property, report $90K.*

Amount of LDD with Unsatisfactory Systems (12.2.2) - The dollar amount of DoD property which is lost, damaged, or destroyed where the contractor possessing the property has a property control system that DCMC has found to be unsatisfactory. *Notes: Amounts are reported by the property administrator at the prime contractor location at the end of the month during which the property case was closed. When property is damaged, only the damage value is reported, not the acquisition cost, e.g., $90K LDD to a $1M item of property, report $90K.*

3.2.1.1 Reduction in the Amount of DoD Property

Definition: The percentage of reduction of the acquisition cost of DoD property in the possession of DoD contractors. *Note: The percentage is calculated annually at the end of the fiscal year.*

Population: All DoD property in the possession of contractors and their subcontractors at the end of the current fiscal year. *Note: This includes only property on contracts administered by DCMC.*

Source: Data to populate the metric resides in the Contract Property Management System (CPMS).

Computation: The percent of reduction of DoD property in the possession of contractors is calculated by subtracting the total acquisition cost of DoD property in the population from the total acquisition cost of DoD property in the possession of contractors at the end of the previous fiscal year. The remainder is then divided by the acquisition cost of DoD property in the possession of contractors at the end of the previous fiscal year and multiplying the result by 100.

Stratification: The percent reduction of property is stratified by District, CAO, Service, Buying Activity, Contractor, Contract Type, and Type of Property.

Desired Outcome: The desired outcome is continuous improvement of the process so that the acquisition cost of DoD property in the possession of contractors decreases annually.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Total Acquisition Cost of All DoD Property - The total dollar amount of DoD property in the custody of contractors and their subcontractors as reported annually on DD Form 1662. *Note: This amount remains constant throughout the fiscal year.*

Total Acquisition Cost of Added DoD Property - The total dollar amount of DoD property in the custody of contractors and their subcontractors that was added during the fiscal year as reported annually on DD Form 1662.

Total Acquisition Cost of Deleted DoD Property - The total dollar amount of DoD property in the custody of contractors and their subcontractors that was deleted during the fiscal year as reported annually on DD Form 1662.

3.2.1.2 Percent of Property Reported Excess

Definition: The percent of the acquisition cost of Government property that was reported excess during the period.

Population: All Government property in the possession of contractors at the end of the period.

Source: Data to populate this metric resides in the Contract Property Management System (CPMS) and the DCMC Automated Disposition System (DADS).

Computation: The percent of property reported excess is calculated by dividing the acquisition cost of all property reported excess during the period by the total acquisition cost of all property in the population.

Stratification: The percent excess is stratified by District, CAO, Service, Buying Activity, and Contractor

Desired Outcome: The desired outcome is continual improvement of the process so that the overall amount of property in possession of contractors is decreased by virtue of an increase in the percent of property reported excess.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Total Acquisition Cost of All DoD Property - The total dollar amount of DoD property in the custody of contractors and their subcontractors as reported annually on DD Form 1662. *Note: This amount remains constant throughout the fiscal year.*

Total Acquisition Cost of Excess Property- The total dollar amount of DoD property reported excess during the period.

3.2.1.3 Unauthorized Use of Government Property

Definition: The dollar amount of reimbursement checks received by the contract administration office as compensation for the unauthorized use of Government property.

Population: All reimbursement checks received by the contract administration office during the two-month reporting period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The dollar amount of reimbursement checks received by the contract administration office as compensation for the unauthorized use of Government property is calculated by totaling the amounts of all checks in the population. *Note: Amounts are derived from the collection of the full monthly rental, without credit, for each item of Government property for each month or part of a month in which the unauthorized use occurred in addition to fines imposed by 15 U.S.C. 641.*

Stratification: The dollar amount of reimbursement checks is stratified by District and CAO.

Desired Outcome: The desired outcome is continuous improvement of the process so that

DCMC continues to achieve cost savings as the result of identification of the unauthorized use of Government property.

Data Input Instructions: Data is collected via fax from the DCMD Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Element:

Note: The following data element is also a component of the Return on Investment (ROI) Ratio.

Property Savings - The total dollar amount of all reimbursement checks received by the contract administration office as compensation for the unauthorized use of Government property during the two-month period.

3.2.2 Reserved

Data Constraints:

Data to calculate property management metrics is dependent on the contract administration office's thoroughness, timeliness, and accuracy in entering the amounts of government property in the possession of contractors and in the possession of their subcontractors into the CPMS, DADS, and DPADS. The accuracy and timely reporting of the amounts of loss, damage, or destruction of government property is contingent on the contract administration office's thoroughness in identifying such occurrences.

Process Owner:

Property Management, Contract Closeout, and Terminations Team, AQOE, (703) 767-3429.

3.3 First Article Administration

Purpose: To provide in-plant oversight, including monitoring tests, to improve the likelihood that a contractor's design, material, manufacturing processes and quality controls will produce an acceptable initial first article To review, validate, and forward first article test results to the procuring activity with a recommendation to approve or disapprove. To ensure all parties fully understand all contract requirements and critical areas prior to contract performance by conducting postaward orientations. To render timely and adaptable technical recommendations to the procuring activity concerning first article approval/disapproval.

Metric Operational Definitions:

3.3.1 Percent of Initial First Article Submittals Accepted

Definition: The percentage of first articles accepted by the PCO upon initial submittal.

Population: All initial first article submissions that the PCO determined were acceptable or unacceptable during the period. *Note: This quantity includes only those first article determinations that the CAO gains knowledge of during the period through receipt of a first article approval or disapproval.*

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent of initial submittals accepted is calculated by dividing the quantity in the population that were accepted by the total quantity in the population and multiplying the result by 100.

Stratification: Percent of initial submittals accepted is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Service, Buying Activity, Team, Commodity, and Reason Code.

Desired Outcome: The desired outcome is continuous improvement of the process so that DCMC and the contractor work together to ensure that only acceptable first articles are provided to the PCO.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the First Article Administration screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 52 of the MSTA Users Guide.*

Data Elements:

Initial First Articles Submittals Accepted (13.2.1) - The quantity of first article approval notifications received that relate to first articles that were submitted for the first time.

Initial First Article Submittals Rejected (13.2.2) - The quantity of first article disapprovals received that relate to first articles that were submitted for the first time.

3.3.1.1 Percent of First Article Recommendations Receiving PCO Concurrence

Definition: The percentage of first article approval/disapproval notifications issued by the PCO which agree with the recommendation made by the CAO.

Population: First article approval/disapproval notifications received during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent of first article recommendations receiving PCO concurrence is calculated by dividing the quantity in the population that agree with the CAO recommendation by the total quantity in the population and multiplying the result by 100.

Stratification: The percent of first article recommendations receiving PCO concurrence is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Service, Buying Activity, Team, and Commodity.

Desired Outcome: The desired outcome is continuous improvement of the process so that first article approval/disapproval notifications always agree with the recommendations made by the CAO.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the First Article Administration screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 52 of the MSTA Users Guide.*

Data Elements:

Approval/Disapproval Notifications Received (13.2.3) - The total quantity of first article approval/disapproval notifications received from the PCO.

Approval/Disapproval Notifications Received that Agree with Recommendation (13.2.4) - The quantity of first article approval/disapproval notifications received from the PCO that agree with the CAOs recommendation to the PCO.

Data Constraints:

None.

Process Owner:

Product and Manufacturing Assurance Team, AQOG, (703) 767-3398.

3.4 Packaging

Purpose: To ensure contractors possess sufficient knowledge to fulfill the packaging and marking requirements contained in their contracts in order that packaged material will be received intact and ready for issue and storage. DCMC evaluates contractor capability, provides guidance and training, and coordinates packaging issues with buying activities and contractors.

Metric Operational Definitions:

3.4.1 Discrepancies/1,000 Shipments

Definition: The quantity of discrepancy reports received by the contract administration office during the period that contain a packing discrepancy code or other indication that the discrepancy was attributable to inadequate packaging or marking for each 1,000 shipments made by the contract administration office during the period. *Note: Discrepancy reports are any of the following: SF364, Report of Discrepancy (ROD); SF361 Transportation Discrepancy Report (TDR); Message; Letter; Telephone; or FAX.*

Population: All discrepancy reports received by the contract administration office during the period which contain a packing discrepancy code or other indication that the discrepancy was attributable to inadequate packaging or marking.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: Discrepancies/1,000 Shipments is calculated by dividing the quantity of shipments made by the contract administration office during the period by 1,000 and dividing the result into the quantity of discrepancies in the population.

Stratification: Discrepancies/1,000 Shipments is stratified by District, and CAO.

Desired Outcome: The desired outcome is continuous process improvement so that discrepancy reports attributable to inadequate packaging or marking are eliminated.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Discrepancy Reports Received - The quantity of discrepancy reports which contain a packing discrepancy code or other indication that the discrepancy was attributable to inadequate packaging that were received by the contract administration office during the period.

Shipments Made - The quantity of shipments made by the contract administration office during the period.

Data Constraints:

Data to populate this metric is dependent on the contract administration office's thoroughness in identifying contracts that have new, unusual or special packaging requirements and contractors that have limited military packaging knowledge or facilities to perform the level of packaging required.

Process Owner:

Materiel Distribution Team, MMLSD, (703) 767-3511.

3.5 Transportation - Shipment Processing

Purpose: To issue shipping instructions which provide for the safe, timely, and economical transportation of government procured material. Reduction of inventory and direct vendor delivery contribute to the increasing need for efficient transportation administration.

Metric Operational Definitions:

3.5.1 Reserved.

3.5.2 Cycle Time to Process Shipping Documents

Definition: The average quantity of days the contract administration office requires to respond to contractors Application for U.S. Government Shipping Documentation Instructions, DD Form 1659.

Population: All shipping documents issued by the contract administration office during the period.

Source: Data to populate the metric resides in Transportation Automated Management System (TRAMS) and the Shipment Request Register (SSR).

Computation: Cycle time is measured in days. The cycle time for an individual shipping document is computed by subtracting the Julian date the contractor's application was received from the Julian date the shipping document was forwarded to the contractor. Average cycle time is computed by adding the individual cycle times for all shipping documents in the population and dividing by the total quantity of shipping documents in the population.

Stratification: Cycle time is stratified by District, CAO, and Range (0 to 1 Day, 2 to 3 Days, and >3 Days).

Desired Outcome: The desired outcome is continuos improvement of the process so that all shipping documents are forwarded to the contractor within three days of receipt of the contractor's application.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Shipment Documents - The quantity of shipment documents issued by the contract administration office during the period.

Days to Process Shipment Documents - The total quantity of days the contract administration office requires to respond to all contractors Applications for U.S. Government Shipping Documentation Instructions, DD Form 1659 processed during the period.

Data Constraints:

None.

Process Owner:

Transportation Team, Logistics Policy, MMLST, (703) 767-3634.

3.6 Reserved

3.7 Product and Manufacturing Assurance

Purpose: To ensure quality products are delivered in accordance with the terms of their contracts through the evaluation of the contractor's processes. To ensure buying activities are promptly and accurately notified of any process failure that could prevent the contractor from performing in accordance with the terms of the contract. To negotiate contract modifications and other corrective actions when contractors fail to perform in accordance with the terms of their contracts.

Metric Operational Definitions:

3.7.1 Percent of Schedules On-Time

Definition: The percent of delivery schedules due during the period that were delivered in accordance with the original delivery terms of the contract adjusted by excusable delays.

Population: All delivery schedules due during the period in accordance with the original delivery terms of the contract adjusted by excusable delays.

Source: Data to populate this metric resides in the Mechanization of Contract Administration Services (MOCAS) system.

Computation: The percent of delivery schedules due during the period that were delivered in accordance with the original delivery terms of the contract adjusted by excusable delays is calculated by dividing the quantity of delivery schedules in the population that were delivered on or before the contractor responsibility date by the total quantity of delivery schedules in the population and multiplying the result by 100.

Stratification: The percent of schedules on-schedule is stratified by District, CAO, Team, Contractor, Service, and Buying Activity.

Desired Outcome: The desired outcome is continuous improvement of the process so that the predominance of delivery schedules are delivered on-schedule in accordance with the original delivery terms of their contracts.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Delivery Schedules Due - All delivery schedules due during the period in accordance with the original delivery terms of the contract adjusted by excusable delays.

Delivery Schedules On-Time - The quantity of delivery schedules due during the period where the quantity delivered is equal to or greater than the quantity scheduled.

3.7.1.1 Delay Forecast Coverage

Definition: The percentage of delinquent delivery schedules that the contract administration office has reported to the buying activity.

Population: The total quantity of delinquent schedules at the end of the period. *Note: A delivery schedule is delinquent if the quantity scheduled to be delivered on or before the last day of the period is greater than the quantity delivered by the last day of the period.*

Source: The data to populate this metric resides in the Mechanization of Contract Administration Services (MOCAS) system and ALERTS.

Computation: Delay forecast coverage is calculated by dividing the quantity of delinquent schedules in the population where the contract administration office has issued a delay report by the total quantity of delinquent schedules in the population and multiplying the result by 100.

Stratification: Delay forecast coverage is stratified by District, CAO, Team, Contractor, Customer, Contractor, Surveillance Category Code, and Reason For Delay Code.

Desired Outcome: The desired outcome is continuous improvement of the process so that the contract administration office identifies all process failures that potentially will prevent the contractor from delivering in accordance with the current delivery terms of the contract. Following identification of such process failures, the contract administration office will be able to analyze the factors and forward a comprehensive delay report to the buying activity.

Data Input Instructions: None. Data to populate this metric will not be available until ALERTS (Fall 1997) and the Automated Metrics System are deployed.

Data Elements:

Delinquent Schedules - The quantity of delivery schedules on-hand at the end of the period where the quantity scheduled is greater than the quantity shipped.

Delinquent Schedules Covered - The quantity of delinquent delivery schedules on-hand at the end of the period where the contract administration office has issued a delay report.

3.7.1.2 Delay Forecast Accuracy

Definition: The percent of delinquent delivery schedules where the contract administration office has issued a delay report containing a current delivery forecast.

Population: The total quantity of delinquent schedules at the end of the period. *Note: A delivery schedule is delinquent if the quantity scheduled to be delivered on or before the last day of the period is greater than the quantity delivered by the last day of the period.*

Source: The data to populate this metric resides in the Mechanization of Contract Administration Services (MOCAS) system and ALERTS.

Computation: Delay forecast accuracy is calculated by dividing the quantity of delinquent delivery schedules in the population where the contract administration office has provided a delay report containing a current delivery forecast by the total quantity of delinquent delivery schedules in the population and multiplying the result by 100. *Note: To determine if a delay report contains a current delivery forecast, compare the date the delinquent delivery schedule was forecast to be delivered with the date of the last day of the period. If the date the delinquent schedule was forecast to be delivered is after the date of the last day of the period, the delay report is current. To be counted as a delay report containing a current forecast, the report must pass this test.*

Stratification: Delay forecast accuracy is stratified by District, CAO, and Team.

Desired Outcome: The desired outcome is continuous improvement of the process so that buying activities place a high degree of confidence on delivery forecasts made by contract administration offices and are apt to use the information to support decision making.

Data Input Instructions: None. Data to populate this metric will not be available until ALERTS (Fall 1997) and the Automated Metrics System are deployed.

Data Elements:

Delinquent Schedules - The quantity of delivery schedules on-hand at the end of the period where the quantity scheduled is greater than the quantity shipped.

Current Delivery Forecasts - The quantity of delinquent delivery schedules on-hand at the end of the period where the contract administration office has issued a delay report containing a current delivery forecast.

3.7.1.3 Percent Conforming Items

Definition: Percent of source inspected and accepted material which is found useable during laboratory testing.

Population: All source inspected and accepted items on recent contracts, i.e., 1994 and later, which undergo laboratory tested during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent conforming items is calculated by dividing the quantity of source inspected and accepted items which are found useable by the quantity in the population and multiplying the result by 100. *Note: A Product Quality Deficiency Report (PQDR) must be issued before an item is counted as unusable.*

Stratification: The percent is stratified by District. When the AMS is deployed, stratification will expand to include CAO, Service, Buying Activity, Laboratory, Contractor, NSN, Type of Non-Conformance, Month Tested.

Desired Outcome: Continous improvement of the process so that the percentage of useable material increases by at least 5 percent annually.

Data Input Instructions: None. Data input is performed at DCMC Headquarters.

Data Elements:

Items Tested - The quantity of source inspected and accepted items which are laboratory tested during the period.

Items Found Useable - The quantity of source inspected and accepted items which are laboratory tested and found useable.

3.7.1.4 Corrective Action Request Cost Avoidance

Definition: The cost of all rework or repair to products classified as unusable to the customer and reported by a Corrective Action Request (CAR) which resulted from either an in-process or end item product audit.

Population: All product audit CARs submitted by the contract administration office during the two-month period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The total amount of all rework or repair to products classified as unusable to the customer and reported by all CARs in the population
*Note: Report the full value of the item **only** if the item is scrapped.*

Stratification: CAR cost avoidance is stratified by District and CAO.

Desired Outcome: The desired outcome is continuos improvement of the process so that the DCMC continues to achieve cost avoidance from product noncompliances reported by CARs.

Data Input Instructions: Data is collected via fax from the DCMD Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Element:

Note: The following data element is also a component of the Return on Investment (ROI) Ratio.

CAR Cost Avoidance - The cost of all rework or repair to products classified as unusable to the customer and reported by a Corrective Action Request (CAR) which resulted from either an in-process or end item product audit conducted by the contract administration office during the two-month period.

3.7.2 Customer Priority List (CPL)

Definition: The percent of CPL responses that are made within 5 business days of receipt of the request for support.

Population: All responses to CPL requests for support that are made during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent of CPL responses that are made within 5 business days is calculated by dividing the quantity of responses in the population that are made within 5 business days by the total quantity of responses in the population and multiplying the result by 100. *Note: To determine if an individual response was within 5 business days, subtract the date the request was received from the date the response was communicated to the customer.*

Stratification: The percent of CPL responses that are made within 5 calendar days is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Service, Buying Activity, and Contractor.

Desired Outcome: The desired outcome is continual improvement of the process so that all CPL responses are made within 5 business days.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed. *Note: An interim data collection method requires DCMC District offices to email results of CPL activity to the Headquarters monthly.*
Data Elements:

CPL Responses - The quantity of contracts listed on a CPL that the contract administration office responded to during the period. *Note:*

This is the quantity of contracts not the quantity of CPLs.

Timely CPL Responses - The quantity of contracts listed on a CPL that the contract administration office responded to during the period where the response was made within 5 business days of the date the request was received.

3.7.2.1 Delay Forecast Timeliness

Definition: The percentage of delinquent delivery schedules on-hand at the end of the period where the contract administration office provided a delay report before the delivery schedule became delinquent.

Population: The total quantity of delinquent schedules at the end of the period. *Note: A delivery schedule is delinquent if the quantity scheduled to be delivered on or before the last day of the period is greater than the quantity delivered by the last day of the period.*

Source: The data to populate this metric resides in the Mechanization of Contract Administration Services (MOCAS) system and ALERTS.

Computation: Delay forecast timeliness is calculated by dividing the quantity of delinquent delivery schedules in the population that were preceded by a delay report by the total quantity of delinquent delivery schedules in the population and multiplying the result by 100. *Note: To determine if the delay report preceded the delinquent delivery schedule, compare the date the report was issued to the date the delinquent delivery schedule became delinquent. If the date the delay report was issued is before the date the delinquent delivery schedule became delinquent, the delay report preceded the delinquent schedule. A delay report must have preceded the date the delivery schedule became delinquent to be counted.*

Stratification: Delay forecast timeliness is stratified by District, CAO, Team, Contractor, Customer, Surveillance Category Code, and Reason For Delay, Quantity of Days in Advance Ranges.

Desired Outcome: The desired outcome is continuous improvement of the process so that contract administration offices identify process failures that potentially will prevent the contractor from delivering in accordance with the terms of the contract sooner and subsequently report those process failures earlier while more alternative remedies are still available to the buying activity.

Data Input Instructions: None. Data to populate this metric will not be available until ALERTS and the Automated Metrics System are deployed.

Data Elements:

Delinquent Schedules - The quantity of delivery schedules on-hand at the end of the period where the quantity scheduled is greater than the quantity shipped.

Timely Delivery Forecasts - The quantity of delinquent delivery schedules on-hand at the end of the period where the contract administration office issued a delay report before the delivery schedule became delinquent.

Data Constraints:

The MOCAS database schedule records must be kept current in order to accurately measure timeliness of deliveries and delay reports.

Process Owner:

Product and Manufacturing Assurance team, AQOG, (703) 767-3398.

3.8 Flight Safety

Purpose: To ensure minimum risk to personnel and government assets during contract aircraft flight and ground operations through the assignment of personnel resources to support flight operations; the delineation of crew duties, life support requirements, air crew training programs, safety programs and facility requirements; daily technical and administrative surveillance to conduct safe and efficient operations; and timely mishap notification and response. Also, to conduct flight operations surveys to evaluate and measure the flight operations process at each flight facility to maintain safe and effective flight operations.

Metric Operational Definitions:

3.8.1 Class A Mishaps

Definition: The quantity of reportable, Class A, flight and flight related mishaps that occur at flight facilities under the cognizance of the contract administration office during the period. *Note: This quantity is also used to calculate a mishap rate which is based on the quantity of hours flown at flight facilities under the cognizance of the contract administration office during a calendar year.*

Population: All Class A flight and flight related mishaps that occur during the period. have occurred during the calendar year to date. *Note: Class A mishaps include mishaps that result in aircraft destruction or aircraft damage in excess of $1M, or the death or permanent disability of DoD personnel. When determining mishap rate, all Class A mishaps which have occurred during the calendar year to date are included.*

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: Class A mishaps are calculated by totaling the quantity of mishaps that occurred at flight facilities under the cognizance of the contract administration office during the period. *Note: When determining mishap rate, divide the quantity of hours flown by flight facilities under the cognizance of the contract administration office during the calendar year to date by 100,000 and divide the result into the quantity of mishaps in the population.*

Stratification: Aircraft mishap rate is stratified by District, and CAO. When the Automated Metrics System is deployed, stratification will expand to include Aircraft Type, Aircraft Model, Mishap Class, and Flight Facility.

Desired Outcome: The desired outcome is continuous improvement of the flight operations process so that the risk of future occurrences will be reduced.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Flight Safety screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 56 of the MSTA Users Guide.*

Data Elements:

Class A Mishaps (15.2.1) - The quantity of mishaps that occur at flight facilities under the cognizance of the contract administration office during the period which resulted in aircraft destruction or damage in excess of $1M, or in the death or permanent disability of DoD personnel.

Class A Mishap Costs (15.2.2) - The dollar amount of repair required as the result of a Class A mishap that occurred at a flight facility under the cognizance of the contract administration office during the period. *Note: Include labor hours at $16 per hour with damage costs to determine at this amount.*

Class A Mishap Repair Hours (15.2.3) - The quantity of labor hours required for repair of damage which occurred to aircraft as the result of a Class A mishap at a flight facility under the cognizance of the contract administration office during the period.

Mishap Fatalities (15.2.4) - The quantity of DoD personnel who lost their lives as the result of a mishap at a flight facility under the cognizance of the contract administration office during the period.

Aircraft Destroyed (15.2.5) - The quantity of aircraft that were destroyed at flight facilities under the cognizance of the contract administration office during the period.

3.8.1.1 Class B/C Mishaps

Definition: The quantity of reportable Class B and Class C flight and flight related mishaps that occur at flight facilities under the cognizance of the contract administration office during the period.

Population: All reportable Class B and Class C flight and flight related mishaps that occur during the period. *Notes: Class B mishaps include mishaps that result in aircraft damage in excess of $200K or permanent partial disability or in-patient hospitalization of more than five DoD personnel. Class C mishaps include mishaps that result in aircraft damage in excess of $100K or injury/illness of DoD personnel that results in the loss of eight or more hours work.*

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: Class B/C mishaps are calculated by totaling the quantity of mishaps that occurred at flight facilities under the cognizance of the contract administration office during the period.

Stratification: Class B/C mishaps are stratified by District, and CAO. When the Automated Metrics System is deployed, stratification will expand to include Aircraft Type and Aircraft Model.

Desired Outcome: The desired outcome is continuous improvement of the flight operations process so that the risk of future occurrences will be reduced.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Flight Safety screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 56 of the MSTA Users Guide.*

Data Elements:

Class B Mishaps (15.2.6) - The quantity of mishaps that occur at flight facilities under the cognizance of the contract administration office during the period which resulted in aircraft damage in excess of $200K or permanent partial disability or in-patient hospitalization of more than five DoD personnel.

Class B Mishap Costs (15.2.7) - The dollar amount of repair required as the result of a Class B mishap that occurred at a flight facility under the cognizance of the contract administration office during the period. *Note: Include labor hours at $16 per hour with damage costs to determine at this amount.*

Class B Mishap Repair Hours (15.2.8) - The quantity of labor hours required for repair of damage which occurred to aircraft as the result of a Class B mishap at a flight facility under the cognizance of the contract administration office during the period.

Class C Mishaps (15.2.9) - The quantity of mishaps that occur at flight facilities under the cognizance of the contract administration office during the period which resulted in aircraft damage in excess of $100K or injury/illness of DoD personnel that results in the loss of eight or more hours work

Class C Mishap Costs (15.2.10) - The dollar amount of repair required as the result of a Class C mishap that occurred at a flight facility under the cognizance of the contract administration office during the period. *Note: Include labor hours at $16 per hour with damage costs to determine at this amount.*

Class C Mishap Repair Hours (15.2.11) - The quantity of labor hours required for repair of damage which occurred to aircraft as the result of a Class C mishap at a flight facility under the cognizance of the contract administration office during the period.

3.8.1.2 Percent Flights and Hours Flown

Definition: The percentage of acceptance check, functional check, and other flights and flight hours flown by military-only, contractor-only, mixed, and military-only-TDY flight crews.

Population: All acceptance check, functional check, and other flights and flight hours flown by flight facilities under the cognizance of the contract administration office during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent flights and flight hours are calculated by dividing the quantity of flights or flight hours flown by the flight crew type by the total quantity of flights or flight hours in the population and multiplying the result by 100.

Stratification: The percent flights and flight hours are stratified by District, CAO, and Crew Type. When the Automated Metric System is deployed, stratification will expand to include aircraft model and type.

Desired Outcome: The desired outcome is to determine the percentage of flights and flight hours that are performed by the flight crews at flight facilities under the cognizance of the contract administration office each period.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Flight Safety screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in*

parentheses refers to the MSTA cell designation shown on Page 56 of the MSTA Users Guide.

Data Elements:

Contractor-Only Functional Check Flight (FCF) / Acceptance Check Flight (ACF) Sorties (15.2.12) - The total quantity of all functional check flight and acceptance check flight sorties performed by contractor-only crews while under the cognizance of the contract administration office during the period.

Contractor Only FCF/ACF Flight Hours (15.2.13) - The total quantity of all functional check flight and acceptance check flight hours flown by contractor-only crews while under the cognizance of the contract administration office during the period.

Contractor-Only Other Sorties (15.2.14) - The total quantity of all non-functional check flight and non-acceptance check flight sorties performed by contractor-only crews while under the cognizance of the contract administration office during the period.

Contractor Only Other Flight Hours (15.2.15) - The total quantity of all non-functional check flight and non-acceptance check flight hours flown by contractor-only crews while under the cognizance of the contract administration office during the period.

Military-Only FCF/ACF Sorties (15.2.16) - The total quantity of all functional check flight and acceptance check flight sorties performed by military-only crews while under the cognizance of the contract administration office during the period.

Military-Only FCF/ACF Flight Hours (15.2.17) - The total quantity of all functional check flight and acceptance check flight hours flown by military-only crews while under the cognizance of the contract administration office during the period.

Military-Only Other Sorties (15.2.18) - The total quantity of all non-functional check flight and non-acceptance check flight sorties performed by military-only crews while under the cognizance of the contract administration office during the period.

Military-Only Other Flight Hours (15.2.19) - The total quantity of all non-functional check flight and non-acceptance check flight hours flown by military-only crews while under the cognizance of the contract administration office during the period.

Military-Only-TDY FCF/ACF Sorties (15.2.20) - The total quantity of all functional check flight and acceptance check flight sorties performed by military-only-TDY crews while under the cognizance of the contract administration office during the period. *Note: Do not report these flights in Military-Only or Mixed Categories.*

Military-Only-TDY FCF/ACF Flight Hours (15.2.21) - The total quantity of all functional check flight and acceptance check flight hours flown by military-only-TDY crews while under the cognizance of the contract administration office during the period. *Note: Do not report these hours in Military-Only or Mixed Categories.*

Military-Only-TDY Other Sorties (15.2.22) - The total quantity of all non-functional check flight and non-acceptance check flight sorties performed by military-only-TDY crews while under the cognizance of the contract administration office during the period. *Note: Do*

not report these flights in Military-Only Other or Mixed Categories.

Military-Only-TDY Other Flight Hours (15.2.23) - The total quantity of all non-functional check flight and non-acceptance check flight hours flown by military-only-TDY crews while under the cognizance of the contract administration office during the period. *Note: Do not report these hours in Military-Only Other or Mixed Categories.*

Mixed Crew FCF/ACF Sorties (15.2.24) - The total quantity of all functional check flight and acceptance check flight sorties performed by mixed flight crews (contractor and military) while under the cognizance of the contract administration office during the period.

Mixed Crew FCF/ACF Flight Hours (15.2.25) - The total quantity of all functional check flight and acceptance check flight hours flown by mixed flight crews (contractor and military) while under the cognizance of the contract administration office during the period.

Mixed Crew Other Sorties (15.2.26) - The total quantity of all non-functional check flight and non-acceptance check flight sorties performed by mixed flight crews (contractor and military) while under the cognizance of the contract administration office during the period.

Mixed Crew Other Flight Hours (15.2.27) - The total quantity of all non-functional check flight and non-acceptance check flight hours flown by mixed flight crews (contractor and military) while under the cognizance of the contract administration office during the period.

3.8.2 Aircraft On-Site/Accepted

Definition: The quantity of aircraft that are on-site or accepted by flight facilities under the cognizance of the contract administration office during the report period.

Population: All aircraft receiving oversight or accepted by flight facilities under the cognizance of the contract administration office during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The quantity of aircraft on-site/accepted is equal to the quantity of aircraft that are included in the population.

Stratification: The quantity of aircraft on-site/accepted is stratified by District, and CAO. When the Automated Metrics System is deployed, stratification will expand to include aircraft model and type.

Desired Outcome: The desired outcome is to determine the quantity of aircraft on-site and accepted by flight facilities under the cognizance of the contract administration office each period.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Flight Safety screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 56 of the MSTA Users Guide.*

Data Elements:

Aircraft On-Site (15.2.28) - The quantity of aircraft under the cognizance of the contract administration office at the end of the period.

Note: This includes items considered "aircraft" that are physically located at the facility or deployed to another location yet remain under the cognizance of the contract administration office.

Aircraft Accepted (15.2.29) - The quantity of aircraft delivered and accepted by flight facilities under the cognizance of the contract administration office during the period through issuance of a DD Form 250, Material Inspection and Receiving Report. *Note: The same information is reported quarterly on the Flight Operations Report, DLA(Q)1009(Q) Military Flight Operations.*

Data Constraints:

A conscientious effort on the part of the CAO must be made to identify aircraft flight types and to strictly classify mishap events in accordance with aviation instructions. Similarly, flight operation survey teams must maintain accurate and complete planning and completion date records. The data available to calculate five of the flight operations metrics is directly dependent on the emphasis placed on the above activities.

Process Owner:

Flight Operations, Specialized Safety and Environmental Team, AQOI, (703) 767-3418.

3.9 Specialized Safety

Purpose: To preclude the loss of government property and critical private industry production capacities; to ensure minimum risk to government employees; and to avoid delays in delivery by assessing contractor compliance with specific safety and fire prevention clauses and requirements contained in certain types of contracts. This is accomplished by performing specialized safety surveillance at appropriate intervals in accordance with assigned risk levels.

Metric Operational Definitions:

3.9.1 Safety Mishap Rate

Definition: The quantity of contractors under the cognizance of the contract administration office that have contracts that contain safety and fire prevention clauses for each mishap that occurs at any of these facilities.

Population: All mishaps that occurred during the last 12 months at contractor facilities with contracts that contain a safety and fire prevention clause.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The rate is calculated by dividing the total quantity of contractor facilities under the cognizance of the contract administration office who possess contracts that contain specialized safety requirements by the total quantity of mishaps in the population. *Note: The quantity of contractor facilities is the same as the total quantity of contractor facilities reported by the contract administration office in its last quarterly specialized safety report, DLA(A)2068(Q).*

Stratification: Contractor safety mishap rate is stratified by District, and CAO. When the Automated Metrics System is deployed, stratification will expand to include Team, Type of Contractor, and Assigned Risk Level.

Desired Outcome: The desired outcome is continuous improvement of the specialized safety process so that the risk of future occurrences will be reduced.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Specialized Safety screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 61 of the MSTA Users Guide.*

Data Elements:

Mishaps (16.2.1) - The quantity of mishaps that occurred at contractor facilities under the cognizance of the contract administration office during the 12 months preceding the end of the period.

Contractor Facilities (16.2.2) - The quantity of contractor facilities under the cognizance of the contract administration office at the end of the period that had contracts that contained safety and fire prevention clauses. *Note: The quantity is the same as the total quantity of contractor facilities reported by the contract administration office in its last quarterly specialized safety report, DLA(A)2068(Q).*

Data Constraints:

The integrity of the data used to compute these metrics is directly dependent on the

thoroughness of the contract administration office to maintain accurate postaward safety survey planning and accomplishment records as well as mishap event and mishap report issue dates.

Process Owner:

Flight Operations, Specialized Safety and Environment team, AQOI, (703) 767-3418.

3.10 Engineering Assessment

Purpose: To ensure compliance with applicable contract requirements by assessing the effectiveness of contractor engineering efforts in designing, developing, testing, modifying and managing systems, equipment and software. Also, to provide timely and accurate information to program management offices and buying activities regarding contractual compliance in the areas of technical adequacy, effectiveness, quality, cost and schedule status, and contractor engineering and design efforts.

Metric Operational Definitions:

3.10.1 ECPs to Correct Design/1,000 Contracts

Definition: The quantity of Class I Engineering Change Proposals (ECPs) processed to correct design errors per 1,000 contracts on-hand

Population: All Class I ECPs processed by the contract administration office to correct design errors during the period.

Source: The data required to populate this metric resides in the Automated Configuration Tracking System (ACTS).

Computation: The quantity of Class I ECPs processed to correct design errors per 1,000 contracts on-hand is calculated by dividing total quantity of ECPs in the population by the result of dividing the total quantity of Prime Contracts On-Hand (see metric 1.1.1 on Page 1) by 1,000. *Example: If the quantity of ECPs in the population equals 1,000 and the quantity of prime contracts on-hand equals 400,000 then divide the 400,000 contracts by 1,000 to determine the denominator of 400. Then divide the 1,000 ECPs processed by the 400 to obtain the result of 2.5.*

Stratification: The quantity of Class I ECPs per 1,000 contracts on-hand which are processed to correct design errors is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Contractor, Service, Buying Command, and Team.

Desired Outcome: The desired outcome is to understand DCMC's ability to influence contractors and buying activities to design products that are producible and meet functional and performance requirements and thus reduce the neccesity to process ECPs to correct design errors.

Data Input Instructions: Enter the quantity for the data element listed below into the corresponding cell on the Engineering Assessment screen of the DCMC Metrics System Transition Application (MSTA): *Notes: The number in parentheses refers to the MSTA cell designation shown on Page 63 of the MSTA Users Guide. Data input instructions for the Quantity of Prime Contracts On-Hand are provided above under metric 1.1.1 on Page 1.*

Data Element:

Class I ECPs to Correct Design Errors (17.2.1) - The quantity of Class I ECPs processed by the contract administration office during the period to correct design errors. *Note: This includes ECPs processed to improve performance to meet functional and performance requirements, eliminate interface incompatibilities, eliminate hazardous conditions, or to correct obvious design errors.*

3.10.1.1 M/C RFWs/RFDs per 1,000 Contracts

Definition: The quantity of Major/Critcal (M/C) Requests for Waiver/Deviation (RFWs/RFDs) processed per 1,000 contracts on-hand.

Population: All M/C RFWs and RFDs processed by the contract administration office during the period.

Source: The data required to populate this metric resides is the Automated Configuration Tracking System (ACTS).

Computation: The quantity of M/C RFWs/RFDs processed per 1,000 contracts on-hand is calculated by dividing total quantity of M/C RFWs/RFDs in the population by the result of dividing the total quantity of Prime Contracts On-Hand (see metric 1.1.1 on Page 1) by 1,000. *Example: If the quantity of M/C RFWs/RFDs in the population equals 1,000 and the quantity of prime contracts on-hand equals 400,000 then divide the 400,000 contracts by 1,000 to determine the denominator of 400. Then divide the 1,000 M/C RFWs/RFDs processed by the 400 to obtain the result of 2.5.*

Stratification: The The quantity of M/C RFWs/RFDs processed per 1,000 contracts on-hand is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Contractor, Service, Buying Command, and Team.

Desired Outcome: The desired outcome is to understand DCMC's ability to influence contractors and buying activities to design products that are producible and meet functional and performance requirements and thus reduce the manufacuting related M/C RDWs/RFDs.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Engineering Assessment screen of the DCMC Metrics System Transition Application (MSTA): *Notes: The number in parentheses refers to the MSTA cell designation shown on Page 63 of the MSTA Users Guide. Data input instructions for the Quantity of Prime Contracts On-Hand are provided above under metric 1.1.1 on Page 1.*

Data Elements:

Major/Critical Requests For Waiver (17.2.9) - The quantity of major/critical requests for waiver processed by the contract administration office during the period. *Note: RFWs are contractor requests to temporarily depart from contract or configuration (physical makeup or fit) requirements which are submitted during or following manufacture.*

Major/Critical Requests For Deviation (17.2.12) - The quantity of major/critical requests for deviation processed by the contract administration office during the period. *Note: RFDs are contractor requests to temporarily depart from contract or configuration (physical makeup or fit) requirements which are submitted prior to the start of manufacture.*

3.10.1.2 RFW/RFD Recur Rate

Definition: The percentage of major/critical requests for waiver or deviation that are processed by the contract administration office during the period that are repeat requests made for the same or similar incidents.

Population: All Major and Critical (M/C) Requests for Waiver (RFWs) or Requests for Deviation (RFDs) processed by the contract administration office during the period.

Source: The data required to populate this metric resides in the Automated Configuration Tracking System (ACTS).

Computation: The RFW/RFD recur rate is calculated by dividing the quantity of M/C waivers and deviations in the population that were repeat requests made for the same or similar incident by the total quantity of RFWs and RFDs in the population. Multiply by 100.

Stratification: The RFW/RFD recur rate is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Contractor, Service, Buying Command, and Team.

Desired Outcome: The desired outcome is continuous improvement of the process so that DCMC teams with buying activities and the contractors to reduce the quantity of recurring RFWs and RWDs.

Data Input Instructions: Enter the quantity for the data element listed below into the corresponding cell on the Engineering Assessment screen of the DCMC Metrics System Transition Application (MSTA): *Notes: The number in parentheses refers to the MSTA cell designation shown on Page 63 of the MSTA Users Guide. Data input instructions for the total quantity of RFWs/RFDs processed are provided above under metric 3.10.1.1.*

Data Element:

Recurring Major/Critical RFWs/RFDs (17.2.15) - The quantity of major/critical requests for waiver or deviation that were processed by the contract administration office during the period that were repeat requests made for the same or similar incident.

3.10.1.3 Software Process Evaluations on Contractors

Definition: The quantity of Software Process Evaluations performed on contractors in support of Software CAS and Early CAS efforts during the fiscal year to date.

Population: All software process evaluations performed for source selection and software CAS activities during the fiscal year to date.

Source: Data required to populate this metric is maintained by the Product Design, Development, and Control Team. When the DCMC Software Center is fully operational, data will be maintained by the Center.

Computation: None. The quantity of software process evaluations is equal to the absolute quantity of evaluations in the population.

Stratification: The quantity of software process evaluations is stratified by Service/Agency, Buying Activity, and Program Office.

Desired Outcome: The desired outcome is to increase the annual quantity of software process evaluations performed.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed. *Note: Requests for software process evaluations are currently received and accounted for by AQOF.*

Data Element:

Software Process Evaluations Performed On Contractors - The quantity of software process evaluations performed during the fiscal year to date. *Note: This includes Software Capability Evaluations, Software Development Capability Evaluations, Software Risk Evaluations, ISO Software Audits and similar evaluations that are*

requested and performed for DCMC customers in support of a source selection, award fee, or other software CAS activity.

3.10.1.4 Software Process Evaluations on Government Agencies

Definition: The quantity of Software Process Evaluations performed on Government Agencies during the fiscal year to date.

Population: All software process evaluations performed on Government Agencies during the fiscal year to date.

Source: Data required to populate this metric is maintained by the Product Design, Development, and Control Team. When the DCMC Software Center is fully operational, data will be maintained by the Center.

Computation: None. The quantity of software process evaluations performed on Government Agencies is equal to the absolute quantity of evaluations in the population.

Stratification: The quantity of software process evaluations performed on Government Agencies is stratified by Service/Agency and by Government software development/maintenance organization.

Desired Outcome: The desired outcome is to increase the annual quantity of software process evaluations performed on Government Agencies.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed. *Note: Requests for software process evaluations are currently received and accounted for by AQOF.*

Data Element:

Software Process Evaluations Performed On Government Agencies - The quantity of software process evaluations performed on Government Agencies during the fiscal year to date. *Note: This includes Software Capability Evaluations, Software Development Capability Evaluations, Software Risk Evaluations, ISO Software Audits and similar evaluations.*

3.10.1.5 Software Recommendations Made

Definition: The percent of DCMC software surveillance comments made prior to the Coding and Unit Test phase of weapon system software development efforts.

Population: All software surveillance comments made by the contract administration office during the period. *Note: Comments can be recommendations, findings, comments, or discrepancies where a product/process does not meet contractual requirements or a recommended improvement opportunity was suggested.*

Source: Data to populate the metric resides in the DCMC Software Professional Estimating & Collection System (SPECS) application

Computation: The percent of DCMC software surveillance comments made before Coding and Unit Test phase is calculated by dividing the quantity of comments in the population that were made prior to Coding and Unit Test by the total quantity of comments in the population and multiplying the result by 100.

Stratification: The percent of software comments made is stratified by CAO and District.

Desired Outcome: DCMC software surveillance efforts provide continuous improvement to the effectiveness of weapon system software development by ensuring that at least 65 percent of software surveillance comments are made before Coding and Unit Test.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed. *Note: Data is currently collected in SPECS.*

Data Elements:

Comments Made Before Coding and Unit Test - The total quantity of software surveillance comments made prior to the Coding and Unit Test Phase by the contract administration office during the period.

Total Comments Made - The total quantity of software surveillance comments made by the contract administration office during the period. *Note: Comments can be recommendations, findings, comments, or discrepancies where a product/process does not meet contractual requirements or a recommended improvement opportunity was suggested.*

3.10.1.6 Software Recommendations Adopted

Definition: The percent of DCMC software surveillance comments adopted prior to the Coding and Unit Test phase of weapon system software development efforts.

Population: All software surveillance comments made prior to the Coding and Unit Test phase by the contract administration office during the period. *Note: Comments can be recommendations, findings, comments, or discrepancies where a product/process does not meet contractual requirements or a recommended improvement opportunity was suggested.*

Source: Data to populate the metric resides in the DCMC Software Professional Estimating & Collection System (SPECS) application

Computation: The percent of DCMC software surveillance comments adopted before Coding and Unit Test phase is calculated by dividing the quantity of comments in the population that were adopted by the total quantity of comments in the population and multiplying the result by 100.

Stratification: The percent of software comments adopted is stratified by CAO and District.

Desired Outcome: DCMC software surveillance efforts provide continuous improvement to the effectiveness of weapon system software development by ensuring that at least 30 percent of software surveillance comments made before Coding and Unit Test are adopted.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed. *Note: Data is currently collected in SPECS.*

Data Elements:

Comments Made Before Coding and Unit Test - The total quantity of software surveillance comments made prior to the Coding and Unit Test Phase by the contract administration office during the period.

Comments Adopted Before Coding and Unit Test - The total quantity of software surveillance

comments adopted prior to the Coding and Unit Test Phase by the contract administration office during the period. *Note: A comment is considered adopted if a discrepancy is corrected or improvement is implemented. A comment is considered not adopted if subsequent documentation was provided to obviate the discrepancy or the buying office does not want to enforce recommendation.*

3.10.1.7 SPDP Registration/Certification

Definition: The percent of DCMC personnel performing software CAS/Early CAS who are registered in the Software Professional Development Program (SPDP), the percent of registered DCMC SPDP personnel who are certified at SPDP Level II, and the percent of registered DCMC SPDP personnel who are certified at SPDP Level III

Population: All DCMC personnel who are performing software CAS/Early CAS.
Source: Data required to populate this metric resides in DBMS Training System, the SPDP Tracking Database, and the DCMC Software Professional Estimating & Collection System (SPECS) application.

Computation: The percent of DCMC personnel performing software CAS/Early CAS who are registered in the SPDP is calculated by dividing the quantity of personnel in the population who are registered by the total quantity of personnel in the population or 450, whichever is greater, and multiplying the result by 100. The percent of DCMC SPDP Level II Certified personnel is calculated by dividing the total number of SPDP Level II Certified personnel by the total quantity of DCMC SPDP registered personnel or 450, whichever is greater, and multiplying the result by 100. The percentage of DCMC SPDP Level III Certified personnel is calculated by dividing the total number of SPDP Level III Certified personnel by the total quantity of DCMC SPDP registered personnel or 450, whichever is greater, and multiplying the result by 100. *Note: The denominator of 450 is the quantity of DCMC employees that were identified in December 1995 as performing software CAS.*

Stratification: The percent is stratified by District, CAO, and by SPDP Level III Skill Specialties.

Desired Outcome: The desired outcome is a highly competent DCMC Software Professional workforce that has all personnel who are performing software CAS/Early CAS registered in the SPDP, 10 percent or greater SPDP registered personnel certified at Level III, and 65 percent or greater certified at Level II.

Data Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed. *Note: An interim data collection method requires data to be collected manually by AQOF and the SPDP lead agent.*

Data Elements:

Personnel Performing S/W CAS - The total quantity of DCMC personnel who are performing software CAS/Early CAS.

SPDP Registered - The total quantity of DCMC SPDP registered personnel.

SPDP Level II Certified - The total quantity of DCMC SPDP Level II certified personnel.

SPDP Level III Certified - The total quantity of DCMC SPDP Level III certified personnel.

3.10.2 ECP Processing Time

Definition: The average quantity of days required by the contract administration office to process ECPs during the period.

Population: All ECPs processed by the contract administration office during the period.

Source: Data to populate this metric resides in the Automated Configuration Tracking Systems (ACTS).

Computation: ECP processing time is measured in days. Processing time for an individual ECP is determined by subtracting the date of the contractor's proposal from the date the contract administration office completed its action and forwarded the proposal. The average ECP processing time is calculated by adding the individual processing times of all ECPs in the population and dividing the sum by the quantity of ECPs in the population.

Stratification: ECP processing time is stratified by District, CAO, and Class. When the Automated Metrics System is deployed, stratification will expand to include Team, Contractor, Service, and Buying Command.

Desired Outcome: The desired outcome is continuous improvement of the process so that ECP processing time is reduced without an increase in cost or a reduction in quality.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Engineering Assessment screen of the DCMC Metrics System Transition Application (MSTA): *Notes: The number in parentheses refers to the MSTA cell designation shown on Page 63 of the MSTA Users Guide. Data input instructions for the quantity of ECPs Processed to Correct Design Errors are provided above under metric 3.10.1.*

Data Elements:

Class I ECPs for Requirements Change (17.2.2) - The quantity of Class I ECPs processed by the contract administration office during the period to introduce changes to requirements.

Class I ECPs to Improve Design (17.2.3) - The quantity of Class I ECPs processed by the contract administration office during the period to introduce design improvements.

Class I ECPs for Other Reasons (17.2.4) - The quantity of Class I ECPs processed by the contract administration office during the period for other reasons.

Class II ECPs Processed (17.2.7) - The quantity of Class II ECPs processed by the contract administration office during the period. *Note: When using a sampling plan approved by the buying activity, include the total quantity of Class II ECPs submitted, e.g., 100 Class II ECPs were submitted and 10 were sampled, report 100.*

Days to Process Class I ECPs (17.2.5) - The total quantity of days required to process all the Class I ECPs the contract administration office processed during the period.

Days to Process Class II ECPs (17.2.8) - The total quantity of days required to processes all the Class II ECPs the contract administration office processed during the period.

3.10.2.1 RFW/RFD Processing Time

Definition: The average quantity of days required by the contract administration office to process requests for major critical waivers and deviations during the period.

Population: All major/critical RFWs and RFDs processed by the contract administration office during the period.

Source: Data to populate this metric resides in the Automated Configuration Tracking Systems (ACTS).

Computation: RFW/RFD processing time is measured in days. Processing time for an individual RFW/RFD is determined by subtracting the date of the contractor's RFW/RFD from the date the contract administration office completed its action and forwarded is recommendation. The average RFW/RFD processing time is calculated by adding the individual processing times of all RFW/RFDs in the population and dividing the sum by the quantity of RFW/RFWs in the population.

Stratification: RFW/RFD processing time is stratified by District, CAO and Type Request. When the Automated Metrics System is deployed, stratification will expand to include Team, Contractor, Service, and Buying Command.

Desired Outcome: The desired outcome is continuous improvement of the process so that RFW/RFD processing time so is reduced without an increase in cost or a reduction in quality.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Engineering Assessment screen of the DCMC Metrics System Transition Application (MSTA): *Notes: The number in parentheses refers to the MSTA cell designation shown on Page 63 of the MSTA Users Guide. Data input instructions for the total quantity of M/C RFWs/RFDs processed are provided above under metric 3.10.1.1.*

Data Elements:

Days to Process Major/Critical RFWs (17.2.10) - The total quantity of days required to processes all the major/critical requests for waiver the contract administration office processed during the period.

Days to Process Major/Critical RFDs (17.2.13) - The total quantity of days required to processes all the major/critical requests for deviation the contract administration office processed during the period.

3.10.2.2 Class I ECP Cycle Time

Definition: The average quantity of days required by the contract administration office and the buying activity to process and disposition Class I ECPs during the period.

Population: All Class I ECPs dispositioned by the buying activity during the period. *Note: A Class I ECP is dispositioned when it is approved or disapproved by the buying activity.*

Source: Data to populate this metric resides in the Automated Configuration Tracking Systems (ACTS).

Computation: Class I ECP cycle time is measured in days. Cycle time for an individual Class I ECP is determined by subtracting the date of the contractor's proposal from the date the buying activity dispositioned the Class I ECP. The average Class I ECP cycle time is calculated by adding the individual cycle times of all Class I ECPs in the population and dividing

the sum by the quantity of Class I ECPs in the population.

Stratification: Class I ECP cycle time is stratified by District, and CAO. When the Automated Metrics System is deployed, stratification will expand to include Team, Contractor, Service, and Buying Command.

Desired Outcome: The desired outcome is continuous improvement of the process so that Class I ECP cycle time is reduced without an increase in cost or a reduction in quality.

Data Input Instructions: Enter the quantity for the data element listed below into the corresponding cell on the Engineering Assessment screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 63 of the MSTA Users Guide. If no cell designation is shown, data is not input into the MSTA.*

Data Element:

Days to Process/Disposition Class I ECPs (17.2.6) - The total quantity of days required by the contract administration office to process and the buying activity to disposition all Class I ECPs that were dispositioned during the period.

Class I ECPs Dispositioned - The total quantity of Class I ECPs dispositioned during the period. *Note: Class I ECPs dispositioned during the period have an entry in the PCODATSIG field in ACTS that falls between the first and last dates of the period.*

3.10.2.3 RFW/RFD Cycle Time

Definition: The average quantity of days required by the contract administration office to process and disposition requests for major critical waivers and deviations during the period.

Population: All major/critical RFWs and RFDs dispositioned by the buying activity during the period. *Note: A major/critical RFW/RFD is dispositioned when it is approved or disapproved by the buying activity.*

Source: Data to populate this metric resides in the Automated Configuration Tracking Systems (ACTS).

Computation: RFW/RFD cycle time is measured in days. Cycle time for an individual RFW/RFD is determined by subtracting the date of the contractor's RFW/RFD from the date the buying activity dispositioned the RFW/RFD. The average RFW/RFD cycle time is calculated by adding the individual cycle times of all RFW/RFDs in the population and dividing the sum by the quantity of RFW/RFWs in the population.

Stratification: RFW/RFD cycle time is stratified by District, CAO and Type Request. When the Automated Metrics System is deployed, stratification will expand to include Team, Contractor, Service, and Buying Command.

Desired Outcome: The desired outcome is continuous improvement of the process so that RFW/RFD cycle time so is reduced without an increase in cost or a reduction in quality.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Engineering Assessment screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 63 of the MSTA*

Users Guide. If no cell designation is shown, data is not input into the MSTA.

Data Elements:

Days to Process/Disposition Major/Critical RFWs (17.2.11) - The total quantity of days required by the contract administration office to process and the buying activity to disposition all major/critical requests for waiver that were dispositioned during the period.

RFWs Dispositioned - The total quantity of RFWs dispositioned during the period. *Note: RFWs dispositioned during the period have an entry in the PCODATSIG field in ACTS that falls between the first and last dates of the period.*

Days to Process/Disposition Major/Critical RFDs (17.2.14) - The total quantity of days required by the contract administration office to process and the buying activity to disposition all major/critical requests for deviation that were dispositioned during the period.

RFDs Dispositioned - The total quantity of RFDs dispositioned during the period. *Note: RFDs dispositioned during the period have an entry in the PCODATSIG field in ACTS that falls between the first and last dates of the period.*

3.10.2.4 Percent ECP, RFW/RFD Recommendations Submitted On-Time

Definition: The percent of Class I ECP, M/C RFW and RFD assessments and recommendations submitted on-time by the contract administration office.

Population: All Class I ECP and M/C RFWs/RFDs dispositioned during the period.

Source: Data to populate this metric resides in the Automated Configuration Tracking Systems (ACTS).

Computation: The percent of Class I ECP and M/C RFW or RFW assessments and recommendations submitted on-time is calculated by dividing the quantity of Class I ECPs and M/C RFWs/RFDs in the population where an assessment or recommendation has been submitted on-time by the total quantity of Class I ECPs and M/C RFWs/RFDs in the population and multiplying the result by 100.

Stratification: The percent of Class I ECP, M/C RFW and RFD assessments and recommendations submitted on-time is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Team, Contractor, Service, and Buying Command.

Desired Outcome: The desired outcome is continuous improvement of the process so that all Class I ECP and M/C RFW or RFD assessments and recommendations are submitted on-time

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

On-Time ECP Assessments Submitted - The total quantity of Class I ECPs dispositioned during the period where the contract administration office had submitted an assessment. *Note: An ECP assessment is considered submitted on-time if submitted on or before the disposition date.*

On-Time M/C RFW/RWD Recommendations Submitted - The total

quantity of M/C RFWs/RFDs dispositioned during the period where the contract administration office had submitted a recommendation. *Note: A M/C RFW/RFD recommendation is considered submitted on-time if submitted on or before the disposition date.*

Note: Data element definitions for the total quantity of ECPs and M/C RFWs/RFDs disposed are provided above under metrics 3.10.2.2 and 3.10.2.3.

Data Constraints:

Data to populate the above metrics are dependent on the contract administration office's thoroughness in maintaining the Automated Configuration Tracking (ACTS) Database.

Process Owner:

Product Design, Development, and Control Team, AQOF, (703) 767-3396.

3.11 Customer Support

Purpose: To provide program managers of defense weapon system acquisitions business and technical advice on issues which affect cost, schedule, and technical performance. Timely and accurate cost and schedule information to support program manager decisions helps to ensure successful program completion.

Metric Operational Definitions:

3.11.1 Reserved

3.11.1.1 ACAT Program Surveys

Definition: The average rating received in response to the overall support question on ACAT customer satisfaction surveys conducted during the period.

Population: All ACAT/Commodity customer surveys conducted during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The overall support average rating is calculated by totalling the ratings received in response to the overall support question on each survey in the population and dividing the sum by the quantity of surveys in the population.

Stratification: The average rating is stratified by District, CAO, Program, and Acquisition Category or Commodity..

Desired Outcome: The desired outcome is continual improvement of the process so that the average rating for overall satisfaction increases.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Surveys Conducted - The quantity of Program Managers, Items Managers, and Procuring Contracting Officers surveyed during the period.

Overall Support Rating - Responses, on the scale of 1 to 6, to the overall support question received for all surveys conducted during the period.

3.11.1.2 Trailer Card Responses

Definition: The average rating received in response to the overall satisfaction question on Trailer Cards received during the period.

Population: All Trailer Cards received during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The average rating is calculated by totalling the ratings received in response to the overall satisfaction question on each trailer card in the population and dividing the sum by the quantity of trailer cards in the population.

Stratification: The average rating is stratified by District, CAO, Service, Buying Activity, and Product.

Desired Outcome: The desired outcome is continual improvement of the process so that the average rating for overall satisfaction increases.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Trailer Cards - The total quantity of trailer cards received during the period.

Overall Satisfaction - Responses, on the scale of 1 to 6, to the overall satisfaction question stated on all trailer cards received during the period.

Data Constraints:

None.

Process Owner:

Customer Support Team, AQOA, (703) 767-2392.

3.12 Contractor Performance Measurement (CPM)

Purpose: To monitor contractor's compliance with DoD Cost/Schedule Control System Criteria (C/SCSC), or other contractual CPM requirements, and assessing the cost/schedule progress on a contract.

Metric Operational Definitions:

3.12.1 Percent CPM Monitors Assigned

Definition: The percentage of contract administration offices that have a Contract Performance Measurement Monitor (CPMM) assigned.

Population: All contract administration offices that have one or more contracts on-hand that contain Cost/Schedule Control System Criteria (C/SCSC) or Cost/Schedule Status Report (C/SSR) requirements at the end of the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent CPMMs assigned is calculated by dividing the quantity of offices in the population that have a CPM monitor assigned by the total quantity of offices in the population and multiplying the result by 100.

Stratification: The percent CPMMs assigned is stratified by District.

Desired Outcome: The desired outcome is continuous improvement of the process to ensure consistent and adequate surveillance of contractor cost/schedule control systems.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Contractor Performance Measures screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 68 of the MSTA Users Guide.*

Data Elements:

C/S Requirements (19.2.1) - The quantity of contract administration **offices** that have one or more contracts on-hand at the end of the period that contain Cost/Schedule Control System Criteria (C/SCSC) or Cost/Schedule Status Report (C/SSR) requirements. *Note: Enter a 1 if one or more qualifying contracts are on hand at the end of the period. Do not report the quantity of contracts.*

CPMMs Assigned (19.2.2) - The quantity of contract administration **offices** that have a Contractor Performance Measurement Monitor (CPMM) assigned at the end of the period. *Note: Enter a 1 if a CPMM was on-board at the CAO on the last day of the period. Do not report the quantity of monitors.*

3.12.1.1 Percent CPMMs Certified

Definition: The percent of contract administration offices that have a Contractor Performance Measurement Monitor (CPMM) assigned who is certified in the CPM Career Track of Business, Cost Estimating, and Financial Management (BCEFM) at Level II or above.

Population: All contract administration offices that have one or more contracts on-hand that contain Cost/Schedule Control System Criteria (C/SCSC) or Cost/Schedule Status Report (C/SSR) requirements at the end of the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent CPMMs certified is calculated by dividing the quantity of offices in the population who have a monitor ssigned who is certified in the BCEFM career track at Level II or above by the total quantity of offices in the population and multiplying the result by 100.

Stratification: The percent CPMMs certified is stratified by District.

Desired Outcome: The desired outcome is continuous improvement of the process to ensure consistent and adequate surveillance of contractor cost/schedule control systems.

Data Input Instructions: Enter the quantity for the data element listed below into the corresponding cell on the Contractor Performance Measures screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 68 of the MSTA Users Guide.*

Data Element:

CPMMs Certified (19.2.3) - The quantity of contract administration **offices** that have a CPMM on-board on the last day of the period who is certified in the BCEFM career track at Level II or above. *Note: Enter a 1 if at least one CPMM on-board at the CAO on the last day of the period is certified in the BCEFM career track at Level II or above. Do not report the quantity of monitors.*

3.12.1.2 Percent Below Level 3

Definition: The percentage of contracts that have Cost/Schedule (C/S) data reporting requirements specified below Contract Work Breakdown Structure (CWBS) level three.

Population: All contracts containing C/S reporting requirements **received** by the contract administration office during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent below level 3 is calculated by dividing the quantity of contracts in the population that have an average C/S data reporting level specified in the CWBS below level 3 by the total quantity of contracts in the population and multiplying the result by 100. *Note: To determine the average C/S data reporting level, total the CWBS levels specified for all elements of the CWBS and divide the total by the quantity of elements.*

Stratification: The percent below level 3 is stratified by District and CAO.

Desired Outcome: The desired outcome is the continuous improvement of the process to reduce excessive reporting which add to the DoD regulatory cost premium.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Contractor

Performance Measures screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 68 of the MSTA Users Guide.*

Data Elements:

C/S Contracts Received (19.2.4) - The quantity of contracts received by the contract administration office during the period which contain Cost/Schedule (C/S) data reporting requirements.

C/S Contracts Received with Reporting Requirements Below CWBS Level Three (19.2.5) - The quantity of contracts received by the contract administration office during the period which contain an average C/S data reporting level specified in the CWBS below level 3.

3.12.1.3 Percent Threshold Based

Definition: The percentage of contracts that have variance analysis reporting based on arbitrary thresholds rather than management needs, e.g., "plus or minus 10 percent or $20,000" versus "top five cost drivers".

Population: All contracts containing C/S reporting requirements **received** by the contract administration office during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent threshold based is calculated by dividing the quantity of contracts in the population that have variance analysis reporting based on arbitrary thresholds by the total quantity of contracts in the population and multiplying the result by 100.

Stratification: The percent threshold based is stratified by District and CAO. When the metric is fully automated, stratification will expand to include service, buying activity, and program.

Desired Outcome: The desired outcome is continuous improvement of the process to reduce excessive reporting requirements which add to the DoD regulatory cost premium.

Data Input Instructions: Enter the quantity for the data element listed below into the corresponding cell on the Contractor Performance Measures screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 68 of the MSTA Users Guide.*

Data Element:

C/S Contracts Received with Variance Analysis Reporting Based on Arbitrary Thresholds (19.2.6) - The quantity of contracts received by the contract administration office during the period which contain variance analysis reporting based on arbitrary thresholds.

3.12.1.4 Cost Overruns on Major Programs

Definition: The percentage of contracts containing Cost/Schedule (C/S) reporting requirements that have projected cost overruns of 10 percent or greater.

Population: All open contracts on-hand at the contract administration office at the end of the

period that are not physically complete and that contain C/S reporting requirements.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percentage of contracts with projected cost overruns of 10 percent or greater is calculated by dividing the quantity of contracts with projected cost overruns of 10 percent or greater by the quantity of contracts in the population and multiplying the result by 100.

Stratification: The percent is stratified by District and CAO. When the AMS is deployed, stratification will expand to include Service, Buying Activity, Program, or Contractor.

Desired Outcome: The desired outcome is continuous improvement of the C/S process so that the percentage of contracts with an cost overruns of 10 percent or greater is reduced.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

C/S Contracts - The quantity of open contracts on-hand at the contract administration office at the end of the period that are not physically complete and that contain C/S reporting requirements, i.e., CPR, C/SSR.

Cost Overruns - The quantity of open contracts on-hand at the contract administration office at the end of the period that are not physically complete and that contain C/S reporting requirements where a cost overrun of 10 percent or greater exists. *Note: To determine if a cost overrun of 10 percent or greater exists, subtract the contract budget base amount from the estimate at completion and divide the result by the contract budget base.*

3.12.2 Percent Joint Agreements

Definition: The percentage of **contractors** that have an advance agreement in place for joint contractor/DCMC/DCAA surveillance of the contractor's cost and schedule system.

Population: All contractors that have C/SCSC or C/SSR requirements under the cognizance of the contract administration office at the end of the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent joint agreements is calculated by dividing the quantity of contractors in the population that have a joint agreement by the total quantity of contractors in the population and multiplying the result by 100.

Stratification: The percent joint agreements is stratified by District and CAO.

Desired Outcome: The desired outcome is continuous improvement of the process to ensure an effective, risk-based, surveillance program that enhances teamwork and eliminates duplication.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Contractor Performance Measures screen of the DCMC Metrics System Transition Application (MSTA):

Note: The number in parentheses refers to the MSTA cell designation shown on Page 68 of the MSTA Users Guide.

Data Elements:

Contractors with C/S Requirements (19.2.7) - The quantity of **contractors** under the cognizance of the contract administration office at the end of the period that have one or more contracts that contain C/SCSC or C/SSR requirements.

Contractors with Agreements (19.2.8) - The quantity of **contractors** under the cognizance of the contract administration office at the end of the period that have an advance agreement in place for joint contractor/DCMC/DCAA surveillance of their cost and schedule system.

3.12.2.1 Schedule Slippages on Major Programs

Definition: The percentage of contracts containing Cost/Schedule (C/S) reporting requirements that have a cumulative unfavorable schedule variance of 10 percent or greater.

Population: All open contracts on-hand at the contract administration office at the end of the period that are not physically complete and that contain C/S reporting requirements.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percentage of contracts with cumulative unfavorable schedule variances of 10 percent or greater is calculated by dividing the quantity of contracts with cumulative unfavorable schedule variances of 10 percent or greater by the quantity of contracts in the population and multiplying the result by 100.

Stratification: The percent is stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Service, Buying Activity, Program, or Contractor.

Desired Outcome: The desired outcome is continuous improvement of the C/S process so that the percentage of contracts with an unfavorable schedule variance of 10 percent or greater is reduced.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

C/S Contracts - The quantity of open contracts on-hand at the contract administration office at the end of the period that are not physically complete and that contain C/S reporting requirements, i.e., CPR, C/SSR.

Schedule Variances - The quantity of open contracts on-hand at the contract administration office at the end of the period that are not physically complete and that contain C/S reporting requirements where a cumulative unfavorable schedule variance of 10 percent or greater exists. Note: To determine if a cumulative unfavorable schedule variance of 10 percent or greater exists, subtract the cumulative budgeted cost of work scheduled (BCWS) from the cumulative budgeted cost of work performed (BCWP) and divide the result by the BCWP.

Data Constraints: None

Process Owner:

Contractor Capability and Proposal Analysis
Team, AQOD, (703) 767-3384.

3.13 Environmental

Purpose: To integrate the performance of other contract management functions with environmental concerns. To preclude environment problems associated with current contract performance and to avoid future Government liability.

Metric Operational Definitions:

3.13.1 Environmental Integration

Definition: The percentage of contracts received where an environmental concern is recognized.

Population: All contracts received by the contract administration office during the period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The percent of contracts received where an environmental concern is recognized is calculated by dividing the quantity of contracts in the population where an environmental concern is recognized by the total quantity of contracts in the population and multiplying the result by 100.

Stratification: The percent environmental concerns is stratified by District, CAO, and Contractor.

Desired Outcome: The desired outcome is continuous improvement of the process to ensure environmental concerns are recognized in the early stages of contract performance.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Contracts Received - The quantity of contracts received for primary administration by the contract administration office during the month.

Environmental Concerns - The quantity of environmental concerns identified by the contract administration office during the period.

3.13.1.1 Pollution Prevention

Definition: The quantity of Joint Group on Acquisition Pollution Prevention (JG-APP) sites and opportunities initiated.

Population: All JG-APP sites and pollution prevention opportunities on-hand at the end of the fiscal year.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The portion of JG-APP sites and pollution prevention opportunities in the population that were added or initiated during the current fiscal year.

Stratification: The quantity of Joint Group on Acquisition Pollution Prevention (JG-APP) sites and pollution prevention opportunities initiated is stratified by District, CAO, and Contractor.

Desired Outcome: The desired outcome is continuous improvement of the process to incrementally add quantities of Joint Group on

Acquisition Pollution Prevention (JG-APP) sites and pollution prevention opportunities.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

JG-APP Sites - The quantity of JG-APP contractor facilities added by the contract administration office during the fiscal year. *Note: A site is considered added when the responsible Management Council approves the contractor proposal and the JG-APP process is initiated.*

Pollution Prevention Opportunities - The quantity of pollution prevention opportunities initiated by the contract administration office during the fiscal year. *Note: An opportunity is considered initiated when its technical phase begins.*

Data Constraints:

The contract administration office must conscientiously perform contract review in order to identify opportunities for environmental assistance.

Process Owner:

Flight Operations, Specialized Safety, and Environmental Team, AQOI, 703-767-3430.

4.0 CLOSEOUT

4.1 Contract Termination

Purpose: To ensure contractors are fairly compensated for work performed under terminated contracts and for allowable settlement expenses related to the termination settlement in a timely manner.

Metric Operational Definitions:

4.1.1 Terminations Contracting Officer (TCO) Negotiated Settlements Savings

Definition: The amount saved as the result of Terminations Contracting Officer settlement negotiations completed during the period.

Population: All terminations negotiation settlements completed during the period.

Source: Data to populate the metric resides in the Termination Automated Management System (TAMS).

Computation: Terminations contracting officer negotiated settlement savings are calculated by subtracting the amount negotiated from the amount proposed for all negotiations in the population.

Stratification: Terminations contracting officer negotiated settlement savings are stratified by District and CAO. When the Automated Metrics System is deployed, stratification will expand to include Team, Service, Buying Activity, Contractor, Dollar Value, and Program.

Desired Outcome: To negotiate settlement amounts that are less than those proposed.

Data Input Instructions: Data is collected via fax from the DCMD Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Element:

Note: The following data element is also a component of the Return on Investment (ROI) Ratio.

TCO Negotiations Savings - The difference between the proposed amount and the negotiated amount for all terminations settlements completed during the period.

4.1.2 Termination for Convenience Cycle Time

Definition: The average quantity of days required by the contract administration office to close termination for convenience dockets during the period.

Population: All termination for convenience dockets closed by the contract administration office during the period.

Source: Data to populate the metric resides in the Termination Automated Management System (TAMS).

Computation: Termination for convenience cycle time is measured in days. The cycle time for an individual termination is calculated by subtracting the date the termination was effective from the date the termination docket was closed. *Note: A docket is closed on the date a settlement is executed or a nonappealable determination is made; all excess funds are released; and the docket is forwarded for incorporation into the official contract file.* The average cycle time is calculated by totaling the individual cycle times for all dockets in the

population and dividing the sum by the total quantity of dockets in the population.

Stratification: Termination for convenience cycle time is stratified by District, CAO, Service, Buying Activity, Contractor, and Team, and Amount Range.

Desired Outcome: The desired outcome is continuous improvement of the process so that the average cycle time to terminate contracts for convenience is reduced without a loss of quality or an increase in cost.

Data Input Instructions: Enter the quantities for the data elements listed below into the corresponding cells on the Contract Terminations screen of the DCMC Metrics System Transition Application (MSTA): *Note: The number in parentheses refers to the MSTA cell designation shown on Page 71 of the MSTA Users Guide.*

Data Elements:

Dockets Closed (20.2.6) - The quantity of termination for convenience dockets the contract administration office forwarded for incorporation into official contract files during the period

Days to Close Termination Dockets (20.2.7) - The total quantity of days required by the contract administration office to close all termination for convenience dockets which were closed during the period.

Data Constraints:

The contract administration office must conscientiously maintain the integrity of the data contained in the Termination Automated Management System (TAMS).

Process Owner:

Payment, Closeout, and Property Team, AQOE, (703) 767-3413.

4.2 Contract Closeout

Purpose: To ensure that the proper actions are taken, including those relating to funds reconciliation, patent and royalty reporting, plant clearance, property administration, and security, so that contracts can be closed within the time standards set forth in the Federal Acquisition Regulation (FAR). *Note: The FAR allows the contract administration office the following quantity of months to close the contract following the month in which final acceptance occurred: firm fixed price unilateral contracts - 3 months; fixed price bilateral - 6 months; time and material and labor hour contracts - 20 months; and cost type contracts - 36 months.*

Metric Operational Definitions

4.2.1 Reserved

4.2.2 Contract Closeout Cycle Time

Definition: The average quantity of days required by the contract administration office to close out contracts during the period.

Population: All contracts closed by the contract administration office during the period.

Source: Data to populate the metric resides in the Mechanization of Contract Administration Services (MOCAS) system.

Computation: Contract closeout cycle time is measured in days. To determine the closeout cycle time for an individual contract, subtract the Julian date of the final acceptance from the Julian date the contract was closed. The average cycle time is determined by adding the individual cycle times of all contracts in the population and dividing the sum by the quantity of contracts in the population.

Stratification: Contract closeout cycle time is stratified by District, CAO, Closing Time Group, Contractor, Service, Buying Activity, CAR Part, and Team.

Desired Outcome: The desired outcome is continuous improvement of the process so that average closeout cycle times are reduced without a loss of quality or an increase in cost.

Data Input Instructions: None. Data to populate this metric is currently being gathered from the MOCAS data bases using the "Spectra" query tool. When the Automated Metric System is deployed, it will not be necessary to generate a query.

Data Elements:

Days to Close - The total quantity of days required by the contract administration office to close all contracts closed during the period.

Quantity Closed - The total quantity of contracts which were closed by contract administration office during the period.

4.2.2.1 Percent Overage with Canceling Funds

Definition: The percent of overage contracts that contain unliquidated amounts which expire at the end of the current fiscal year.

Population: All Part A contracts under the cognizance of the contract administration office at the end of the period which are physically complete but have not closed within the time standards set forth in the Federal Acquisition Regulation (FAR) and are therefore overage.

Notes: To determine if a contract is overage, compare the overage date in MOCAS to the date of the last day of the period. If the overage date is before the date of the last day of the period, the contract is overage and is to be included in the above calculation. If the contract is not in MOCAS, the determination can be made by first adding the quantity of months allowed by the FAR to the month in which final acceptance occurred. This will equal the overage month. If the date of the last date of the overage month ***is before*** *the date of the last date of the period, the contract is overage and is to be included in the above calculation. This quantity is identified on MOCAS Report No. UYCM19, CAR Part D Summary.*

Source: Data to populate this metric resides in the Mechanization of Contract Administration Services (MOCAS) system.

Computation: The percent overage with canceling funds is calculated by dividing the quantity of contracts in the population that contain unliquidated amounts which expire at the end of the current fiscal year by the total quantity of contracts in the population and multiplying the result by 100.

Stratification: The percent overage is stratified by District, CAO, Contract Type, Contractor, Service, Buying Activity, Overage Reason Codes, CAR Part, and Team.

Desired Outcome: The desired outcome is continuous improvement of the process so that the percentage of overage contracts which contain canceling funds is reduced.

Data Input Instructions: None. Some of the data necessary to populate this metric is currently being gathered from the MOCAS data bases using the "Spectra" query tool. When the Automated Metrics System is deployed, it will not be necessary to generate a query. *Note: An interim data collection method requires District offices to telephone contents of a MOCAS report to the Headquarters each month.*

Data Elements:

Quantity Physically Complete and Overage - The total quantity of contracts on-hand at the contract administration office at the end of the period residing in CAR Part A, Section 2 that are overage. *Note: This quantity is identified on MOCAS Report No. UYCM19, CAR Part D Summary.*

Quantity Overage with Canceling Funds - The total quantity of contracts on-hand at the contract administration office at the end of the period for which all supplies and services have been accepted which were not closed within the timeframes set forth in the FAR containing unliquidated amounts which expire at the end of the current fiscal year. *Note: This quantity is identified on MOCAS Report No. UNFA690E.*

4.2.2.2 Percent Overage

Definition: The percentage of contracts which are physically complete that have not closed within the time standards set forth in the Federal Acquisition Regulation (FAR).

Population: All contracts under the cognizance of the contract administration office at the end of the period which, although all supplies and services are completed and accepted, are not closed. *Note: The quantity of contracts on which supplies and services are completed and accepted and not closed is equal to the quantity of contracts in Section 2 of the Contract Administration Report. Contracts on which supplies and service are completed and*

accepted which have not moved to Section 2 will not be included.

Source: Data to populate this metric resides in the Mechanization of Contract Administration Services (MOCAS) system.

Computation: The percent overage is calculated by dividing the quantity of contracts in the population which are overage by the total quantity of contracts in the population. Multiply by 100. *Note: To determine if a contract is overage, compare the overage date in MOCAS to the date of the last day of the period. If the overage date is before the date of the last day of the period, the contract is overage and is to be included in the above calculation. If the contract is not in MOCAS, the determination can be made by first adding the quantity of months allowed by the FAR to the month in which final acceptance occurred. This will equal the overage month. If the date of the last date of the overage month is* ***before*** *the date of the last date of the period, the contract is overage and is to be included in the above calculation.*

Stratification: The percent overage is stratified by District, CAO, Contract Type, Contractor, Service, Buying Activity, Overage Reason Codes, CAR Part, and Team.

Desired Outcome: The desired outcome is continuous improvement of the process so that the percentage of physically complete contracts which are overage is reduced.

Data Input Instructions: None. Data to populate this metric is currently being gathered from the MOCAS data bases using the "Spectra" query tool. When the Automated Metrics System is deployed, it will not be necessary to generate a query.

Data Elements:

Quantity Physically Complete - The total quantity of contracts on-hand at the contract administration office at the end of the period residing in CAR Section 2.

Quantity Overage - The total quantity of contracts on-hand at the contract administration office at the end of the period for which all supplies and services have been accepted which were not closed within the timeframes set forth in the FAR.

Data Constraints:

The above metrics are dependent on the contract administration offices thoroughness in maintaining the integrity of the Contract Administration Report, especially in respect to ensuring contracts are placed in the correct section of the report. Most of the metrics in this part are derived from data residing in Section 2 of the CAR. If contracts which should be in Section 2 are not placed there in a timely manner, such metrics as percent overage and average age will be affected proportionately.

Process Owner:

Property Management, Contract Closeout, and Terminations Team, AQOE. (703) 767-3429.

4.3 Plant Clearance

Purpose: To screen, redistribute, and dispose of excess government property which is no longer needed by contractors to perform on their contracts.

Metric Operational Definitions:

4.3.1 Percent of Excess Property Reutilized and Sales Proceeds

Definition: The percent of available property reutilized plus proceeds received during the period.

Population: The total acquisition cost of property dispositioned during the period.

Source: Data to populate this metric resides in the DCMC Automated Disposition System (DADS).

Computation: The percent reutilizated is calculated by dividing the sum of the value of property reutilized within the federal Government or donated to state and local governments plus the amount of sale proceeds for sales of surplus property by the population and multiplying the result by 100.

Stratification: Percent reutilization is stratified by District, CAO, and Service.

Desired Outcome: Continuous improvement of the process to maximize the return on customer assets by increasing the percentage of excess assets that are reutilized plus and proceeds from sales.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Elements:

Acquisition Cost of Property Dispositioned - The total acquisition cost of all property included in all plant clearance cases closed by the contract administration office during the period.

Acquisition Cost of Property Reutilized - The acquisition cost of all property included in plant clearance cases closed by the contract administration office during the period that was disposed through the reutilization of the property.

Amount of Sales Proceeds - The dollar amount realized from sales of surplus government property that occur during the period.

4.3.1.1 Government Property Reutilization

Definition: The acquisition cost of all Government property reutilized as the result of plant clearance actions through redistribution to the Army, Navy, Air Force, and other DoD agencies, NASA, and other Government agencies.

Population: All plant clearance actions completed by the contract administration office during the two-month period. *Note: This does not include property donated to state and local governments.*

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The acquisition cost of all Government property reutilized is calculated by totaling the acquisition cost of all government property reutilized as the result of all plant clearance actions included in the population.

Stratification: The acquisition cost of all Government property reutilized is stratified by District and CAO.

Desired Outcome: The desired outcome is continuous improvement of the process so that DCMC continues to achieve cost avoidance as the result reutilization of Government property.

Data Input Instructions: Data is collected via fax from the DCMD Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Element:

Note: The following data element is also a component of the Return on Investment (ROI) Ratio.

Property Cost Avoidance - The total acquisition cost of all Government property reutilized as the result of plant clearance actions completed by the contract administration office during the two-month period.

Data Constraints:

The above metrics are dependent on the contract administration office's thoroughness in maintaining the integrity of the DCMC Automated Disposition System (DADS).

Process Owner:

Property Management, Contract Closeout, and Terminations Team, AQOE, (703) 767-3429.

4.4 Final Overhead Negotiation

Purpose: To settle final indirect cost rates which facilitate closeout of cost type contracts.

Metric Operational Definitions:

4.4.1 Open Overhead Negotiations

Definition: The quantity of open overhead years at the end of the period.

Population: All open overhead years that are subject to negotiation that exist at all contractor segments under the cognizance of the contract administration office.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The sum of open overhead years that are subject to negotiation that exist at all contractor segments under the cognizance of the contract administration office at the end of the period.

Stratification: Open overhead negotiations is stratified by District, CAO, Contractor, Stage of Negotiation, and Age Range.

Desired Outcome: Continuous improvement of the process so that the quantity of open overhead years is reduced to two open years or less per contractor segment.

Data Input Instructions: None. Data to populate this metric will not be available until the Automated Metrics System is deployed.

Data Element:

Open Overhead Year - A contractor segment fiscal year where the final indirect cost rates have not been settled.

4.4.1.1 Final Overhead Negotiation Savings

Definition: The amount saved as the result of negotiation in the settlement of final overhead rates.

Population: All final overhead negotiations completed during the two-month period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The amount saved as the result of negotiation in the settlement of final overhead rates is calculated by applying the difference between the negotiated rates and proposed rates to the corresponding amounts associated with flexibly priced Government contracts for the year negotiated.

Stratification: The amount saved as the result of negotiation in the settlement of final overhead rates is stratified by District and CAO.

Desired Outcome: Continuous improvement of the process so that DCMC continues to achieve cost savings as the result of final overhead rate negotiations.

Data Input Instructions: Data is collected via fax from the DCMD Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Element:

Note: The following data element is also a component of the Return on Investment (ROI) Ratio.

Overhead Rate Negotiations Savings - The amount saved as the result of negotiation in the settlement of final overhead rates during the two-month period.

Data Constraints:

None.

Process Owner:

Overhead Center of Excellence Team, AQOK, (703) 767-3391.

4.5 Legal

Metric Operational Definitions:

4.5.1 Litigation Cost Savings and Avoidances

Definition: The dollar amount saved or returned to the Government as the result of court or administrative judgments or negotiated settlements of legal proceedings arising out of a DCMC action.

Population: All court or administrative judgments or negotiated settlements of legal proceedings concluded during the two-month period.

Source: Data currently resides in locally established logs and registers. When the Automated Metrics System is deployed, the data will reside in the DCMC Information Warehouse.

Computation: The sum of all cost savings and avoidances realized as the result of all judgments and settlements in the population.

Stratification: Litigation cost savings and avoidances are stratified by District and CAO Counsel.

Desired Outcome: Continuous improvement of the process so that DCMC continues to achieve cost savings and avoidances through litigation.

Data Input Instructions: Data is collected via fax from the DCMC Districts to AQOD every other month until the Automated Metrics System is deployed.

Data Elements:

Note: The following data elements are also components of the Return on Investment (ROI) Ratio.

Litigation Cost Savings - The total amount recovered by the Government because of judgments or negotiated settlements of legal proceedings resulting from a DCMC fraud case or claim concluded during the two-month period. *Note: Recoveries of this nature can come about from a wide range of legal proceedings, including criminal and civil fraud cases, claims filed under the Contract Disputes Act, bankruptcy proceedings, and alternate dispute resolution proceedings.*

Litigation Cost Avoidance - The total amount of liability avoided by the Government as the result of defensive litigation settlements and judgments that are concluded during the two-month period. *Notes: In defensive litigation settlements, the amount of cost avoided is the amount specifically claimed (including applicable interest) or, if no amount is specified, a reasonable estimate of the total amount at risk (including applicable interest) plus a reasonable estimate of the opposing party litigation costs for which the Government would be liable if the opposing party was successful minus the amount to be paid under the settlement. In defensive litigation judgments, the amount of cost avoidance is the amount specifically claimed (including applicable interest) or, if no amount is specified, a reasonable estimate of the total amount at risk (including applicable interest) plus a reasonable estimate of the litigation costs for which the Government could have been liable minus the amount awarded by an administrative or judicial tribunal (including any interest, attorneys fees or other costs).*

Data Constraints:

None.

Process Owner: Office of Counsel (703) 767-6064.

QUICK REFERENCE GUIDE

This portion of the DCMC Metrics Guidebook is intended to provide users with an abbreviated definition of all metrics. For a more complete definition of each metric, please refer to the page shown within the parenthesis.

1.0 General Management

1.1.1 Prime Contracts On-Hand - The quantity of open contracts assigned for primary administration (Page 1).

1.1.2 Obligated Amount of Prime Contracts - The obligated dollar amount of open prime contracts assigned for administration (Page 2).

1.1.3 Unliquidated Amount of Prime Contracts - The unliquidated dollar amount of open prime contracts assigned for administration (Page 3).

1.1.4 Supervisory Ratio - The ratio of non-supervisory civilian employees to civilian supervisors (Page 4).

1.1.5 High Grades - The quantity of civilian employees in grades 14 and above (Page 4).

1.1.6 Contractors Assigned Prime Contracts - The quantity of contractors under the cognizance of a contract administration office who have open prime contracts on-hand (Page 5).

1.1.7 On-Board Strength - The quantity of personnel employed by the contract administration office (Page 5).

1.1.8 Contract Management Efficiency (Right Efficiency) - The ratio of prime contracts on-hand to full time equivalent employees (Page 6).

1.1.9 Facilities - The quantity of DCMC operating locations which exceed the DoD authorization of 130 square feet of office space per employee (Page 6).

1.2.1 Process Improvement Cost Savings and Avoidance - The amount that contract values have been reduced, or the amount returned to the government as a result of DCMC participation in process improvement activities and the amount government cost would have been higher were it not for DCMC's participation in process improvement activities (Page 8).

1.2.2 FEDCAS Activity - The amount of contract administration office activity involving non-DoD delegations quantified by the quantity of delegations, obligated amount, and reimbursable hours earned (Page 9).

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1.2.3 New Early CAS Actions (Right Advice) - The quantity of new Early CAS actions on-hand at the contract administration office (Page 10).

1.2.3.1 Repeat Requests for Early CAS - The quantity of repeat requests for Early CAS (Page 12).

1.2.4 Single Process Initiative - The percent of processes submitted that result in a block change contract modification (Page 12).

1.3.1 Service Standard Survey Results - The percent of internal service standard survey questions answered affirmatively (Page 14).

1.4.1 Return on Investment Ratio (Right Price) - The relationship of amounts saved and avoided to the amount expended to operate DCMC (Page 15).

1.5.1 Internal Operational Assessments - The percent of scheduled internal operational assessments conducted (Page 17).

1.5.1.1 Unit Self Assessments - The percent of DCMC organizational elements that have conducted a unit self assessment (Page 17).

1.5.1.2 Management Control Reviews - The percent of scheduled management reviews conducted (Page 18).

1.5.2 Annual Statements of Assurance - The percent of DCMC organizational elements that submit timely annual statements of assurance (Page 18).

1.6.1 Partnership Opportunities - The percent of partnering opportunities where the union participated (Page 20).

1.6.1.1 Union Agreements - The percent of DCMC organizations that have a union agreement in effect (Page 20).

1.6.1.2 Unfair Labor Practices - The quantity of open unfair labor practice cases (Page 21).

1.6.1.3 Grievance - The quantity of open union grievances (Page 21).

1.7.1 Government Administrative Oversight - The ratio of permanent and visiting government personnel at contractor facilities to the obligated dollar value of DoD contracts administered by the DCMC Office (Page 23).

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1.8.1 Training Hours per Employee (Right Talent) - The average annual quantity of training hours received per DCMC employee compared to industry benchmark (Page 27).

1.8.1.1 Percent Courses Completed - The percentage of training needs listed on individual development plans that are completed (Page 27).

1.8.1.2 Percent DAWIA Certified - The percent of DCMC acquisition workforce employees certified at the appropriate level (Page 28).

1.8.1.3 Percent DAU Quotas Used - The percent of allocated training spaces used (Page 28).

2.0 Preaward

2.1.1.2 Completeness of the Contractor Alert List - The percentage of contractors having poor current performance records that are listed on the CAL (Page 31).

2.1.2 Preaward Survey Timeliness - The percentage of preaward surveys completed on or before the original date required by the buying activity (Page 32

2.2.1 Contracting Office Price Negotiations Savings and Avoidances - The amount saved and avoided as the result of contracting office price negotiations (Page 33).

2.2.1.1 Percent of Contractor Segments Covered by Forward Pricing Rate Agreements - The percentage of contractor segments requiring forward pricing rate reviews that have a forward pricing rate agreement in place (Page 34).

2.2.1.2 Quantity of Price Negotiations - The quantity of DCMC price negotiations completed (Page 34).

2.2.1.3 Cost Accounting Standards Savings - The amount saved as the result of settling cost accounting standards non-compliance issues (Page 35).

2.2.1.4 Contractor Insurance Pension Review Savings and Avoidances - The amount saved and avoided as the result of settling cost issues identified in contractor insurance pension review reports (Page 36).

2.2.2 Negotiation Cycle Time - The average quantity of days required to complete price negotiations (Page 36).

QUICK REFERENCE GUIDE

2.2.2.1 Overage Undefinitized Contract Actions On-Hand - The percent of undefinitized contract actions on-hand that are overage (Page 37).

2.2.2.2 Voluntary Refund Actions - The total amount of voluntary refunds made by contractors to the contract administration office (Page 38).

2.2.2.5 Aging of Unresolved Audit Reports - The average age of unresolved reportable audit reports (Page 39).

2.2.2.6 Cycle Time for Resolution of Audit Reports - The average quantity of days required to resolve reportable audit reports (Page 39).

2.2.2.7 Aging of Undisposed Audit Reports - The average age of reportable audit reports that have not been dispositioned (Page 40).

2.2.2.8 Cycle Time to Disposition Audit Reports - The average quantity of days required to disposition reportable audit reports (Page 40).

2.2.2.9 Aging of Estimating System Deficiencies - The age of deficiencies identified in contractor estimating systems (Page 41).

2.3.2 Taskings Completed by Due Date - The percentage of Industrial Base Capability Data Collection Taskings completed by the requester's due date (Page 43).

3.0 Postaward

3.2.1 Amount of Loss, Damage and Destruction - The dollar amount of DoD property in the possession of contractors and their subcontractors which is lost, damaged, or destroyed (Page 45).

3.2.1.1 Reduction in the Amount of DoD Property - The percent reduction of the acquisition cost of DoD property in the possession of DoD contractors (Page 46).

3.2.1.2 Percent of Property Reported Excess - The percent of the acquisition cost of Government property that was reported excess (Page 47).

3.2.1.3 Unauthorized Use of Government Property - The amount of reimbursement checks received as compensation for the unauthorized use of Government property (Page 47).

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3.3.1 Percentage of Initial First Article Submittals Accepted - The percentage of first articles accepted by the PCO upon initial submittal (Page 49).

3.3.1.1 Percentage of First Article Recommendations Receiving Concurrence - The percentage of first article approval/disapproval notifications issued by the PCO which agree with the recommendation (Page 50).

3.4.1 Packaging Discrepancies per 1,000 Shipments - The quantity of discrepancy reports received by the contract administration office that contain a packing discrepancy code or other indication that the discrepancy was attributable to inadequate packaging or marking for each 1,000 shipments made (Page 51).

3.5.2 Cycle Time to Process Shipping Documents - The average quantity of days the contract administration office requires to respond to contractor Applications for U.S. Government Shipping Documentation Instructions, DD Form 1659 (Page 53).

3.7.1 Percent of Deliveries Schedule On-Time (Right Time) - The percent of deliveries schedules due that were delivered in accordance with the original delivery terms of the contract adjusted by excusable delays (Page 55).

3.7.1.1 Delay Forecast Coverage - The percent of delinquent delivery schedules that were reported (Page 55).

3.7.1.2 Delay Forecast Accuracy - The percent of delinquent delivery schedules covered by a delay report that contains a current delivery forecast (Page 56).

3.7.1.3 Percent Conforming Items (Right Item) - The percent of source inspected and accepted material which is found useable during laboratory testing (Page 57).

3.7.1.4 Corrective Action Request Cost Avoidance - The cost of all rework and repair to products classified as unusable to the customer and reported by a corrective action request which resulted from either an in-process or end item product audit (Page 57).

3.7.2.1 Delay Forecast Timeliness - The percent of delinquent delivery schedules that were reported before the delivery schedules became delinquent (Page 59).

3.8.1 Class A Mishaps - The quantity of reportable, Class A, flight and flight related mishaps that occur at flight facilities (Page 61).

3.8.1.1 Class B/C Mishaps - The quantity of reportable Class B and Class C flight and flight related mishaps that occur at flight facilities (Page 62).

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3.8.1.2 Percentage of Flights and Hours Flown - The percentage of acceptance check, functional check, and other flights and flight hours flown by military-only, contractor-only, mixed, and military-only-TDY flight crews (Page 63).

3.8.2 Aircraft On-Site/Accepted - The quantity of aircraft that are on-site or accepted by flight facilities (Page 65).

3.9.1 Safety Mishap Rate - The quantity of contractors that have contracts that contain safety and fire prevention clauses for each mishap that occurs (Page 67).

3.10.1 Engineering Change Proposals to Correct Design per 1,000 Contracts - The quantity of Class I Engineering Change Proposals processed to correct design errors per 1,000 contracts on-hand (Page 69).

3.10.1.1 Major/Critical Requests for Waiver/Deviation per 1,000 Contracts - The quantity of major/critical requests for waiver/deviation processes per 1,000 contracts on-hand (Page 70).

3.10.1.2 Requests For Waiver/Deviation Recur Rate - The percentage of major/critical requests for waiver or deviation that are repeat requests made for the same or similar incidents (Page 70).

3.10.1.3 Software Process Evaluations on Contractors - The quantity of software process evaluations performed on contractors in support of Software CAS and Early CAS (Page 71).

3.10.1.4 Software Process Evaluations on Government Agencies - The quantity of software process evaluations performed on Government agencies (Page 72).

3.10.1.5 Software Recommendations Made - The percent of software surveillance comments made prior to the coding and unit test phase (Page 72).

3.10.1.6 Software Recommendations Adopted - The percent of software surveillance comments adopted prior to the coding and unit test phase (Page 73).

3.10.1.7 Software Professional Development Program Registration Certification - The percent of personnel performing Software CAS/Early CAS who are registered in the software professional development program and the percent of registered personnel who are certified at levels II and III (Page 74).

3.10.2 Engineering Change Proposal Processing Time - The average quantity of days required to process ECPs (Page 75).

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3.10.2.1 Requests For Waiver/Deviation Processing Time - The average quantity of days required to process requests for major critical waivers and deviations (Page 76).

3.10.2.2 Class I Engineering Change Proposal Cycle Time - The average quantity of days required to process and disposition Class I ECPs (Page 76).

3.10.2.3 Request For Waiver/Request For Deviation Cycle Time - The average quantity of days required by the contract administration office to process and disposition requests for major critical waivers and deviations (Page 77).

3.10.2.4 Percent Engineering Change Proposal, Request for Waiver/Deviation Recommendations Submitted On-Time - The percent of Class I engineering change proposal and request for waiver/deviation assessments and recommendations submitted on-time (Page 78).

3.11.1.1 ACAT Program Surveys (Right Reception) - The average rating received in response to the overall support question on ACAT customer satisfaction surveys (Page 80).

3.11.1.2 Trailer Card Responses - The average rating received in response to the overall satisfaction question on Trailer Cards (Page 80).

3.12.1 Percent of Contractor Performance Measurement Monitors Assigned - The percentage of contract administration offices that have a Contract Performance Measurement Monitor (CPMM) assigned (Page 82).

3.12.1.1 Percent of Contractor Performance Measurement Monitors Certified - The percentage of Contract Performance Measurement Monitor (CPMMs) who are certified in the CPM Career Track of Business, Cost Estimating, and Financial Management (BCEFM) at Level II or above (Page 82).

3.12.1.2 Percent of Cost/Schedule Reporting Requirements Below Level 3 - The percentage of contracts that have cost/schedule data reporting requirements specified below contract work breakdown structure level three (Page 83).

3.12.1.3 Percent of Variance Analysis Reporting Based on Thresholds - The percentage of contracts that have variance analysis reporting based on arbitrary thresholds rather than management needs (Page 84).

3.12.1.4 Cost Overruns on Major Programs - The percent of contracts containing cost/schedule reporting requirements that have projected cost overruns of 10 percent or greater (Page 84).

3.12.2 Percentage of Joint Agreements in Place - The percentage of contractors that have an advance agreement in place for joint contractor/DCMC/DCAA surveillance of the contractor's cost and schedule system (Page 85).

3.12.2.1 Schedule Slippages on Major Programs - The percent of contracts containing cost/schedule reporting requirements that have a cumulative unfavorable schedule variance of 10 percent or greater (Page 86).

3.13.1 Environmental Integration - The percent of contracts received where an environmental concern is recognized (Page 88).

3.13.1.1 Pollution Prevention - The quantity of Joint Group on Acquisition Pollution Prevention sites and opportunities initiated (Page 88).

4.0 Closeout

4.1.1 Termination Contracting Officer Negotiated Settlements Savings - The amount saved as the result of termination contracting officer settlement negotiations completed (Page 90).

4.1.2 Termination for Convenience Cycle Time - The average quantity of days required to close termination for convenience dockets (Page 90).

4.2.2 Contract Closeout Cycle Time - The average quantity of days required to close contracts (Page 92).

4.2.2.1 Percent Overage with Canceling Funds - The percent of overage contracts that contain unliquidated amounts which expire at the end of the fiscal year (Page 92).

4.2.2.2 Percent Overage - The percentage of contracts which are physically complete and have not closed within the time standards set forth in the Federal Acquisition Regulation (Page 93).

4.3.1 Percent of Excess Property Reutilized and Sales Proceeds - The percent of available property reutilized plus proceeds received (Page 95).

4.3.1.1 Government Property Reutilized - The acquisition cost of all Government property reutilized as the result of plant clearance actions through redistribution (Page 95).

4.4.1 Open Overhead Negotiations - The quantity of open overhead years (Page 97).

4.4.1.1 Final Overhead Negotiation Savings - The amount saved as the result of negotiation in the settlement of final overhead rates (Page 97).

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4.5.1 Litigation Cost Savings and Avoidances - The dollar amount saved or returned to the Government as the result of court or administrative judgments or negotiated settlements of legal proceedings arising out of a DCMC action (Page 99).

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INTRODUCTION

Purpose

This guide if for information to help users understand the process for selecting metrics which align with DCMC goals and objectives. The guide outlines the process for identifying the outcomes customers expect and selecting metrics which will measure progress in reaching those outcomes.

Background

The Government Performance and Results Act of 1993 (GPRA) was enacted to improve the confidence of the American people in the capability of the Federal Government by systematically holding Federal agencies accountable for achieving program results. GPRA directs agencies to develop strategic plans to include outcome-related goals and objectives. The Act further directs the establishment of performance indicators (metrics) to be used in measuring or assessing the relevant "outputs" and "outcomes" of each activity. DLA is designated as a pilot agency under GPRA for the purpose of prototyping performance measurement. As such, DCMC, as a part of DLA, is charged with leading the way in showing others how to develop performance metrics that capture the "outcomes" customers and stakeholders seek.

DCMC has recently adjusted it's performance metrics system to change the focus from outputs, "Doing Things Right " to outcomes, "Doing the Right Things". This guide is intended to provide an example of how we can ensure the outputs of DCMC processes are properly aligned to influence the desired results as defined by our customers. In the new DCMC system of metrics, customer expectations have been described in terms of seven top level performance metrics. These are the outcomes or results our customers demand. This guide describes how the selected metrics drive mission performance in the context of these seven most critical aspects of our mission while ensuring that we remain focused on what's important to customers - Doing the Right Thing.

- Right Item - Does It Meet Contract Requirements?
- Right Time - Is It Delivered On Time?
- Right Price - Do We Find Cost Savings/Avoidances (for our customers)?
- Right Advice - Is It On Point?
- Right Reception - Is the Customer Satisfied?
- Right Efficiency - Are We Getting More Affordable?
- Right Talent - Are We Prepared?

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The guide is structured into three parts. The first describes a generic metric development approach which can be used on any process. The second part provides an example of how a metric was developed for Plant Clearance. The final part includes appendices which provide detailed information on selected subjects.

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Metric Development Process

1. Select Process*

While you can do this based on any reasonable priority scheme, management is going to do this for you 90% of the time. What you need is a clearly defined charter. This charter will define the scope, set boundaries on your efforts and establish expectations from management. The charter should also establish a timeline with general milestones. These milestones and associated timelines may be adjusted later by the team with the concurrence of the chartering body.

Sample Charter

- Develop a metric to be used as the primary means for evaluating performance for the _____ process.
  - Define the single most important outcome the customer is seeking. The outcome should relate to the contract administration environment in which DCMC operates.
  - Establish an operational definition for that outcome.
  - Define the DCMC metric which will drive our performance.
- Be prepared to present your findings and recommendations to the chartering body by _____.
  - Brief your plan to accomplish the task by _____.
  - Provide a draft of your findings and recommendations by _____.
  - Final document and presentation by _____.

2. Select Team*

To ensure success, it is critical that people with the right expertise be selected for any metric development team. A team approach with representation from both functional process and performance management concept experts is essential to achieve consensus while ensuring that the aim of the team (see the Charter) is achieved.

* The first two steps in this process are performed by the chartering body. However, the team or team leader, once chosen, can modify the product of either step with the concurrence of the chartering body.

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The team should have the following expertise:

- ***Functional Process:***

  - Management Level Subject Matter: Understands the functional process from the highest Command perspective and has experience at the lowest operating level. These people would generally be the DCMC Headquarters or District subject matter experts or focal points (process owners or champions).

    Name(s): _____

  - Transaction Level Subject Matter: Familiar with current day-to-day process operations at the field level (Contract Administration Office)

    Name(s): _____

- ***Performance Management:*** Understands the concepts of process flow/management, performance management and measurement, and how they fit into the DCMC performance planning/management environment.

  Name(s):_____

- ***Data Management:*** Familiar with the DCMC data management systems that are unique to the process under review and that provide management information to users throughout the Command.

  Name(s): _____

- ***Other support:*** Team Leader, administrative or others as needed. The team leader should neither be a functional or performance management expert in order to best preserve the balance of views across the entire team.

  Name(s): _____

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3. Understand the DCMC Environment

Understanding the DCMC performance management environment is critical to establishing a basis for a useful metric. Rather than go on at length here about how DCMC functions, Appendix A includes a condensed look at the basic DCMC performance management environment and how all the parts fit together.

Appendix A: Defense Contract Management Command Environment

- How the Command does planning, programming, and budgeting.
- DCMC Management Story - How organizational performance and performance assessment work in DCMC.
- Metrics and the DCMC integrated management system.

4. Understand Performance Concepts

If there is one issue that is critical to our ability to complete the tasks stated in the charter, it is being able to make the distinction between "outcomes" and "outputs" and between "process" and "results."

- Outcome (Results) - What the customer is trying to achieve.
- Output (Process) - What we produce.

It is important that we make a distinction because we often become too focused on our internal processes (output) and lose focus on the outcome our customers desire. For a complete explanation of Outcome (Results) vs Output (Process) refer to Appendix B.

5. Understand the Process

A complete understanding of the process is necessary in order to define the most important outcome. The source of this information could be the law, regulations, policy letters, internal procedures, and specific customer requests. To reach an understanding of the process the team should answer:

What is it? - Specifically define the process. A simple flow chart can help establish the boundaries and major steps of the process. One Book flowcharts may be useful in helping to understand the process. However, keep in mind that the focus is not on our internal process but on the outcome the customer desires. Information on flowcharting as well as other tools for understanding a process are available in the Memory Jogger, Memory Jogger Plus, and a host of other TQM materials.

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Who does it? - Specifically define who is involved. This includes people who are interested in the final outcome of the process as well as those more concerned with the process or outputs that influence the outcome. This includes internal and external customers.

6. Define the Primary Outcome of the Process

A primary outcome can be defined by looking at why we are doing a specific process. What you are determining is the root cause of why we perform the function. Some research may be needed in order to determine the origin of the process and the rationale for why performance is needed. Keeping the root cause of the function in mind will keep the team focused on the primary outcome and not on the process itself as the metric is developed.

The team should select the single most important outcome. It should be thought of in terms of the result our customer is most looking for. Examples of outcomes include an item delivered on time, an item that works, an item at a cheaper price, etc.

7. Identify & Prioritize Customers and Their Needs

To internally validate the primary outcome, it must be evaluated by the team from the customer's perspective. Direct customer contact is made at the end of the development process to validate the final metric, refer to Step 10. It should be recognized that Program Managers and Procuring Contracting Officers are the primary customers for most of DCMC's products and services. To identify and prioritize customers and their needs the team should:

- List Customers
- List needs. Obtain any available Customer Satisfaction data.
- Prioritize Customers - If you have difficulty prioritizing customers, Appendix C may help with this step. It provides an example of how the customers for Plant Clearance were ranked using a prioritization matrix.
- Compare the most significant need of the most important customer against the outcome defined above and make adjustments to the primary outcome definition as necessary.

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8. Establish an Operational Definition of the Outcome

At this step we move to the operational environment and specifically define the outcome in a DCMC context. The team should:

- Review what is meant by an operational definition, see Appendix D.
- Review the DCMC operational environment to include the process flow, existing reports and data.
- Describe the specific elements that operationally define the outcome.

9. Define the Metric

The operational definition of the outcome is literally the metric which measures performance. The metric should fall within the framework of the key DCMC business driver outcomes (currently the "seven rights" listed in the Introduction). Any new metric must meet the criteria for a good performance metric including being economical to collect, see Appendix E. The metric should be described in the format outlined in the DCMC Metrics Guidebook, see step 9 of the Plant Clearance example.

10. Customer Validation

After the metric development process is complete, a check should be made with the most important customers to see if they agree with our conclusions. Random sampling should be accomplished if an adequate universe exists. If not, a reasonable sample of the most important customers should be contacted. A form has been developed for this purpose, see Appendix F.

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Metric Development Process
Plant Clearance Example

1. Select Process

A draft charter was produced by the DCMC Think Tank and provided to the team leader. The team refined the charter as shown below with the concurrence of the team's sponsor on the Think Tank.

Charter: Define the single most important outcome of the Plant Clearance process. Establish an operational definition of the outcome and a specific metric to measure performance.

2. Select Team

The process of team selection was accomplished by the Think Tank. Without specifying the type of individuals they wanted beforehand, they generally followed the guidelines that are established in this guide. The team had more than one individual in any particular category, except the team leader. This allowed the team to have additional points of view as well as the ability to carry on without the full team present at all meetings or engaged in all activities.

3. Understand the DCMC Environment

The team gained insight into what was going on in DCMC with input from the chartering body, the ThinkTank. The team also gained insight from its daily activities. The latest information in this area usually comes from management direction which can be found on the DCMC Home Page on the Internet.

In the areas of budgeting, planning, and performance monitoring systems, the team chose to find the information and brief each other. This is where it is important to have the right people on the team. The team had several people who were active participants in developing the DCMC Business Plan and preparing the Headquarters and Districts for the Monthly Management Reviews.

4. Understand Performance Concepts

The team reviewed the basic concepts of Outcome vs. Output. Plant Clearance can be thought of as a process. Results of Plant Clearance include reutilized property, cheaper

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program costs, and maximized return on assets. The team used Appendices A and B in this guide to help understand performance concepts.

5. Understand the Process

What is Plant Clearance? Materials used to understand Plant Clearance included:

- Federal Property and Administrative Services Act of 1949
- 41 CFR Ch. 101 - Federal Property Management Regulations
- DCMC Manual 8000.5 (One Book) Part VIII, Chapter 5: Plant Clearance (contains process flowchart)
- DCMC Automated Disposition System (DADS)
- FAR Part 45, Government Property
- DFARS Part 245, Government Property
- DORO Study - Plant Clearance Risk Benefit Analysis

Definition: Plant Clearance is the process of disposing of excess government property. It includes actions relating to the reporting, redistribution, and disposal of government property.

Who does it? Using the references listed above and general knowledge from team members, the critical people or elements involved in Plant Clearance were defined as:

Owning Agency
Screening Agency
Receiving Agency
(Federal, State, Local)
Contractor
Plant Clearance Officer (PLCO)
Procuring Contracting Officer (PCO)
Program Manager (PM)
Termination Contracting Officer (TCO)

6. Define the Primary Outcome of the Process

Why do Plant Clearance? The team listed the basic needs of the people involved in Plant Clearance to begin thinking about why we do Plant Clearance. The team alsostudied legislation. The team determined the root cause of why we perform Plant Clearance can be obtained from the Federal Property & Administrative Services Act of 1949 and corresponding regulations.

Congressional Intent: Provide an economical and efficient system for utilization of available property and disposal of surplus property.

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Direction: Each executive agency shall transfer excess property under its control to other federal agencies and obtain excess from other agencies.

The congressional intent of "economical and efficient" fits best under the DCMC outcome of "Right Price". The team then defined the primary outcome:

Plant Clearance Outcome: (Initial Version) *Reutilized property*.

7. Identify & Prioritize Customers and Their Needs

To internally validate the primary outcome, the team listed primary customers and their needs.

Customer	Needs	Primary Outcome
Contracting Officer	Reutilization - avoid new procurement Contract closeout Timely disposal to avoid unnecessary storage/handling charges Public safety	Right Time
TCO	Determine allocability for quick settlement of claim	Right Time
Program Manager	Reutilization- avoid new procurement on their other programs	Right Price Right Item
Screening Agencies *(Includes Owning & Receiving)*	Reutilization - avoid new procurement Final disposition Timely disposal	Right Price Right Item
Contractor	Final disposition in timely manner Free up space in their facility Public safety	Right Time
Taxpayers	Reutilization - avoid new procurement Public safety Cost effective disposal in a timely manner Avoid storage/handling costs	Right Price

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Customers were prioritized using a matrix which compares customers level of interest in the outcome. The team prioritization determined that the Program Managers and Screening Agencies were most interested in reutilized property, see Appendix C.

The team then compared the most significant needs of the Program Managers and Screening Agencies against the defined outcome of reutilized property. This comparison of customer needs to the outcome the team defined after studying the overall process made them feel comfortable that they had defined the most important outcome.

8. Establish an Operational Definition of the Outcome

The team reviewed what is meant by "Operational Definition", see Appendix D.

The team then reviewed the DCMC operational environment. This included another walk through the Plant Clearance process using the One Book Plant Clearance flowchart as a guide. The team also examined existing reports and data available in the DADS and the DCMC Metrics System.

The defined outcome (reutilized property) was kept in mind as the operational environment was reviewed. As a result, the team revised the definition of the outcome.

Plant Clearance Outcome (final version) - *Maximized return on customer assets (excess government property). This return is measured by the acquisition value of reutilized property plus proceeds from the sale of government property.*

The team believes that proceeds from sales contribute to the overall economical use of available government property, as intended by the law, and therefore should be included in the outcome definition. After studying the details of the operational environment a definition was established.

Operational Definition: *The outcome of Plant Clearance is defined as the total return on assets. This includes the amount of property reutilized plus proceeds from sales. The value of reutilized property is defined as acquisition cost of property redistributed to the Army, Navy, Air Force, Other DoD agencies, NASA, Other Government Agencies, and the acquisition cost of property donated to State and Local Agencies. Proceeds include the actual amount received from property that is purchased or retained at cost by the contractor, property returned to suppliers, and by property sold as useable, salvage, or scrap.*

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9. Define the Metric

The team reviewed the attributes of a good performance metric, see Appendix E. The team also acknowledged that defining the metric occurs at the same time the operational definition is established.

Plant Clearance Metric: *The sum of the value of reutilized property and proceeds, divided by the total acquisition cost of property dispositioned during the reporting period. These amounts are obtained from the DCMC Automated Disposition System (DADS) Management Information Report (MIR). It includes data only for cases closed during the reporting period.*

Below, the metric is described in the format used in the DCMC Metrics Guidebook:

Definition: The percent of available property reutilized plus proceeds received during the reporting period.

Population: The total acquisition cost of property dispositioned as reported in Plant Clearance cases closed during the reporting period.

Source: The data to populate this metric is derived from the DCMC Automated Disposition System (DADS) Management Information Report (MIR).

Computation: The percentage is calculated by dividing the sum of the value of reutilized property and proceeds by the total acquisition cost of property dispositioned during the reporting period and multiplying the result by 100. The value of reutilized property is defined as the acquisition cost of property redistributed to the Army, Navy, Air Force, Other DoD Agencies, NASA, Other Government Agencies, and the acquisition cost of property donated to State and Local Agencies. Proceeds include the actual amount received from property that is purchased or retained at cost by the contractor, property returned to suppliers, and by property sold as useable, salvage, or scrap.

Stratification: The percent return on assets rates can be stratified by District and CAO.

Desired Outcome: The desired outcome is to maximize the return on customer assets. This reduces the overall cost to the customer - right price. It is accomplished by maximizing reutilization of excess government property and proceeds from the sale of government property.

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10. Customer Validation

The one page Customer Validation form was completed and used to check with customers to see if they agree with what the team thought is the most important outcome of our Plant Clearance activities, including the metric, see Appendix F. The team sampled a reasonable number of our most important customers and they agreed with the team's conclusions.

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APPENDIX A: Defense Contract Management Command Environment

1. Command Planning, Programming, and Budgeting

The basic tenets of performance management as it is executed in DCMC are illustrated in these graphics. The Figure 1 uses questions that managers must address in order to ensure that the mission of the organization is carried out in the most effective and efficient manner. We promote effectiveness by concentrating our improvement efforts on those things that our customers deem important and our efficiency by engaging in resourcing efforts that will give us the most impact for the resources available.

Figure 2 takes the questions posed in Figure 1 and shows the corresponding DCMC management tools and methods used to enable us to "answer" those questions. If you keep the following guiding principles of our management scheme in mind as you transition from the "questions" to the "answers", the picture should be clearer. These guiding principles are incumbent in everything the Command does.

Customer Focused
Continuous Improvement
Fact Based Decision Making
Process Oriented
Resource-Performance Alignment

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APPENDIX A: Defense Contract Management Command Environment

2. The DCMC Management Story:

Our vision of the future state of the Command is set in our *Strategic Plan* and we establish what we intend to accomplish each year in our *Business Plan* for our current performance and for our investment in future performance. To make sure that we are properly focused in our efforts, we seek direction from our *customers* and set our performance targets based on what they say is important to them. Once we start executing the yearly Business Plan we track our performance with the *Automated Metrics System*. The Monthly Management Reviews (MMRs) are our top level forum for routinely conducting performance reviews. If our performance is not what we expected/required then we must take action in the form of an initiative, tracked in our *Initiatives Tracking System.* Initiatives are not limited to current performance improvement but are also used to improve future performance. Progress on all of these initiatives is reviewed routinely, as is our current performance in the MMRs. Performance improvement comes only from changing the *process*(*es*) that produce the performance results we see. The Command has vested responsibility for its functional processes in *process owners* at the Headquarters and *process champions* in the Districts and CAOs. They are responsible for devising and testing (i.e., *prototyping, reinvention, Process Improvement Network*) the process changes that will result in the performance improvements sought. Once we have devised the new process, we must put sufficient resources (i.e., *POM, budget, manpower*) behind the change to ensure successful deployment throughout the Command. That deployment takes place through changes to our source for all functional policy - *The DCMC One Book.* The One Book is supplemented as required by *Guide Books, other documents, tools and methods* to ensure that all people engaged in executing the functional processes are fully capable of high level performance. Finally, we must constantly make choices in where we spend our limited resources. Just because we are technically capable of affecting process improvements in any number of functional processes, does not mean that we are fiscally capable or that every improvement is as important as every other improvement. The process of aligning our available resources with improvements that are considered the most important is called *performance budgeting*.

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APPENDIX A: Defense Contract Management Command Environment

3. Metrics

Where do metrics fit into the DCMC management plan? DCMC is a performance management organization and there are several tenets that are a part of everything we do.

Customer Focus
Continuous Improvement
Fact Based Decision Making
Process Orientation
Resource-Performance Alignment

Given these tenets we can fairly easily devise a management scheme based on the set of questions shown at Figure 1. Once the "problem is defined" (questions) we can also set about developing and installing mechanisms to help us get on with the business of performance management. You will recognize many of those mechanisms in the "answers" graphic (Figure 2). Some are fully developed and a part of our everyday business and some are still being developed.

All organizational performance metrics systems are made up of a hierarchy of metrics. We allude to this when we separate our Command level metrics into "top level" and "feeder" metrics. "Feeder" metrics, also known as process drivers, are where we "control" outputs so that we can "influence" the outcome. The bottom line to DCMC's shift of focus in our performance metrics is that we have integrated "outcome" level metrics into our metrics hierarchy that already included many of the "feeder" metrics we see in our new set of performance metrics. This change will allow us to do exactly what we planned for it to do - change our focus, not our business.

What can we expect of our metrics in the future? The top level metrics will be with us for a long time but the feeders will change as we perfect our understanding of what drives our various processes. Process owners and champions at the Headquarters and Districts will be the principal catalysts for change. Managers at the CAOs will supplement the list of process drivers with what they know is critical to success (performance improvement) in their own unique environment.

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APPENDIX B: "Outcome (Results)" vs. "Outputs (Process)"

Hierarchy of Metrics

The result or outcome is something only the customer can define. The outputs we manage or processes in which we engage (control to some degree), have an influence upon but do not control the outcome. Note that there are other contributors (influences) on the outcome.

- **An Outcome is the state that the customer is trying to achieve**
  - **Your product/service must contribute or influence the outcome the customer is trying to achieve**
  - **You must consider the environment that your product/service in and how your contribution will influence the outcome**
- **Outcomes relate ONLY to customers**
  - **There is no such thing as a supplier (us) outcome in this game**
  - **We deal in "outputs"**
- **There are different outcomes for different customers**
- **Outcomes are NOT product/service dependent (i.e., they can be achieved in many different ways and the customer is generally indifferent as to which way that is)**

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APPENDIX C: Customer Prioritization Matrix

Chapter 4 of the Memory Jogger Plus has a complete explanation of how to use a Prioritization Matrix. Using Plant Clearance as an example, we established a foundation for determining which customers should be given priority by first considering the following:

There are two primary customer issues here:
- **Disposal of excess Property**
- **Reutilization of excess Property**

Points to consider:
- **Excess means not needed anymore. By whom?**
  - **Owning Agency**
  - **Other Government Agencies**
  - **State and Local Agencies**
- **What are the government's interests at this point?**
  - **Disposal of excess:**
    - **Clearing the excess property out of the contractor's facility**
    - **Clearing the PM's books of unwanted assets**
    - **Clearing up the PCO's contract files**
    - **Assisting the TCO in settlement of the contractors claim**
    - **Getting rid of the property as quickly as possible**
  - **Reutilization of excess Property:**
    - **Avoid new procurement**

THE QUESTION - Which "customer" should be given the highest priority when we go about deciding what the "outcome" is we're looking for from a Plant Clearance action?
- **PCO**
- **PM**
- **TCO**
- **DoD and other Federal agencies (Screening Agencies that own and/or receive property)**
- **Contractor**
- **Taxpayers**

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APPENDIX C: Customer Prioritization Matrix

Put yourself in the place of each one of these people in making your choices. Do it from a very practical, day-in-day-out perspective. Don't refer to the FAR to try and figure out what should motivate these people. What would motivate you if you were doing their job? Answer the question by comparing the interest of each customer to the interest of every other customer. Fill in the blank for each using the following choices:

5 - Significantly more interested in the property
4 - More interested in the property
3 - Just as interested (same) in the property
2 - Less interested in the property
1 - Significantly less interested in the property

The PCO is_____ than the PM.
The PCO is_____ than the TCO.
The PCO is_____ than the screening agencies.
The PCO is_____ than the contractor.
The PCO is_____ than the taxpayers.

The PM is_____ than the PCO.
The PM is_____ than the TCO.
The PM is_____ than the screening agencies.
The PM is_____ than the contractor.
The PM is_____ than the taxpayers.

The TCO is_____ than the PCO.
The TCO is_____ than the PM.
The TCO is_____ than the screening agencies.
The TCO is_____ than the contractor.
The TCO is_____ than the taxpayers.

The screening agencies are_____ than the PCO.
The screening agencies are_____ than the PM.
The screening agencies are_____ than the TCO.
The screening agencies are_____ than the contractor.
The screening agencies are_____ than the taxpayers.

The contractor is_____ than the PCO.
The contractor is_____ than the PM.
The contractor is_____ than the TCO.
The contractor is_____ than the screening agencies.
The contractor is_____ than the taxpayers.

The taxpayers are_____ than the PCO.
The taxpayers are_____ than the PM.
The taxpayers are_____ than the TCO.
The taxpayers are_____ than the screening agencies.
The taxpayers are_____ than the contractor.

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APPENDIX C: Customer Prioritization Matrix

Shown below is the Excel spreadsheet that will let you do your prioritization process in a more automated fashion. You will have to modify the criteria and thus adjust the matrix to fit a starting point (vice a blank piece of paper).The "Memory Jogger Plus" explains how to complete a Prioritization Matrix which is what is shown in the Excel spreadsheet below.

Plant Clearance - Utilization of Excess Government Property Reutilization

Prioritizing Customers

	B	C	D	E	F	G				
Customer	PCO	PM	TCO	Screening Agencies	Contractor	Taxpayers	Total	Percent	Pareto	
PCO	1	0.2	5	0.2	1	5	12.4	17.4	PM	30.89888
PM	5	1	5	1	5	5	22	30.9	Screening A	30.9
TCO	0.2	0.2	1	0.2	1	5	7.6	10.7	PCO	17.41573
Screening Agencies	5	1	5	1	5	5	22	30.9	TCO	10.67416
Contractor	1	0.2	1	0.2	1	1	4.4	6.2	Contractor	6.2
Taxpayers	0.2	0.2	0.2	0.2	1	1	2.8	3.9	Taxpayers	3.9
Total	12.4	2.8	17.2	2.8	14	22	71.2	100.0		

Read - "Customer in Column A is_____interested in property reutilization than Customer in Columns B, C, D, E, F, G."

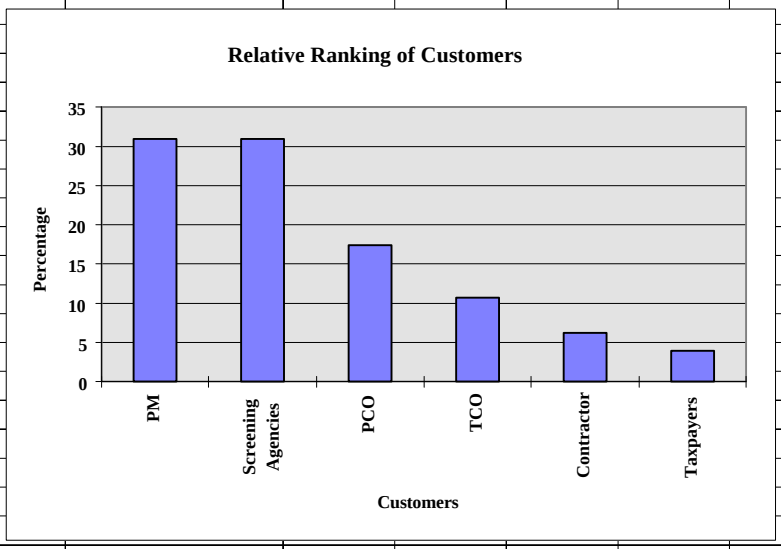
Significantly More = 10

More = 5

Same = 1

Less = 1/5 (0.2)

Significantly Less = 1/10 (0.1)



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APPENDIX D: What is meant by "Operational Definition"

Operational definitions provide sufficient detail to allow us to produce valid, repeatable, and consistent measurements. That detail is shown below. Use the space provided to enter your own material if you wish.

1. Description: An unambiguous description of the metric.

2. Key Terms: Precise definitions of key terms. (Almost like an operational definition in one or two sentences, of each key term in the description.)

3. Population: The population of the data from which the metric values (data) can be drawn.

4. Calculation/Equation: The calculation/equation that brings together the various elements of the metric and produces the final metric value.

5. Source: The source of the basic data that makes up the population.

6. Frequency: The frequency of measurement (and data retrieval).

7. Other information:

- **a. Customer for the metric.**
- **b. Process owner (DCMC HQ) of the process that uses the metric.**
- **c. Desired outcome for the metric - e.g., positive trend, target value.**
- **d. Linkage between the metric and other higher or lower level metrics. As appropriate, linkage to the organization's strategic/business plan.**

8. Primary graphic presentation to be used in the DCMC Monthly Management Review (MMR). TMR requirement is not in the DCMC Metrics Guidebook.

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APPENDIX E: Characteristics of a Good Performance Metric

1. Is it meaningful to the customer? _____ Meaningful means that your customers can easily understand how the metric would contribute to achievement of the "outcome" they are seeking, even though some aspects of the metric are technically oriented toward your operations

2. Is it "process" dependent? _____ The metric is the measurement of the result of one of more of your processes.

3. Is it clearly defined? _____ If you ask the same question of several different people and they all provide the same answer, it's defined clearly.

4. Is the data economical to collect? _____ You shouldn't spend all your time and effort collecting data, even though you need a lot of it to track all you need to know regarding performance measurement. Not tracking your performance and collecting data, is not an option. You may have to settle for less than perfection to keep your data collection efforts economical.

5. Is it timely? _____ Timely means that the metric measures something that is indicative of our current performance. This allows us to know early on if there is a problem with our performance and if the change we just made is having the effect we expected. Timeliness also applies to our data. Even if the metric is timely, untimely data can be as big a detriment to performance management as inappropriate metrics.

6. Does it drive the "appropriate behavior/action"? _____ In order to succeed, everyone must be motivated/driven to do the right thing to cause the metric's performance level to improve. Alternatively, they must not be motivated/driven to "game" the metric. Gaming in this case means causing the metric to show performance improvement without real improvement.

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APPENDIX F: Customer Validation Survey Form

Customer Validation - DCMC Plant Clearance Process Outcome

What do we need? - Your assistance in making sure that we are focused on what you think is the most important result (outcome) from our "Plant Clearance" activities.

What is "Plant Clearance?" - Plant Clearance is the process of disposing of excess government property. It includes actions relating to the reporting, redistribution, and disposal of government property.

Who are our customers and which ones are most concerned with Plant Clearance? To make sure that we are on target with what you want, we (DCMC) have established a team of process and metrics specialists that have identified plant clearance customer categories, ranked those categories through a prioritization process, and identified those customers who we believe are the customers most concerned with the results of plant clearance. This process does not ignore other customers and outcomes but simply allows us to focus on the most important outcome.

Of all the customers with an interest in Plant Clearance, we believe that Program Managers and Federal Government agencies (those that acquire new and/or reutilized property) are our primary customers.

What do you want from our Plant Clearance activities? Simply put, we believe what is most important to you (i.e., the outcome you want) from Plant Clearance is:

Maximizing your return on assets. In this case, those assets are excess Government property whose value is measured by the acquisition cost (original cost) of "reutilized" property plus the amount of the proceeds we get from the sale of excess property.

Do you concur with our conclusion? _____

If not, what is the outcome you believe we should focus on? _____

To make sure we stay focused: We will use an operational metric to manage our day-to-day performance for Plant Clearance. That metric will be the sum of the value of reutilized property and proceeds (sales), divided by the total acquisition cost of property dispositioned during any reporting period (e.g., month, quarter, year).

Do you concur with our metric? _____

If not, what is the metric you believe we should focus on? _____

Customer: _____

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GLOSSARY OF ACRONYMS

A

ACAT	Acquisition Category
ACF	Acceptance Check Flight
ACO	Administrative Contracting Officer
ACTS	Automated Configuration Tracking System
ACW	Annual Cost of Work Performed
ADPE	Automated Data Processing Equipment
AMS	Automated Metrics System
AQBA	DCMC Planning, Programming, and Budgeting Team
AQBB	DCMC Business Development/Marketing Team
AQBC	DCMC Performance Assessment Team
AQOA	DCMC Customer Support Team
AQOC	DCMC Contract Payment and Business Practices Team
AQOD	DCMC Contractor Capability and Proposal Analysis Team
AQOE	DCMC Property Management, Contract Closeout, and Terminations Team
AQOF	DCMC Product Design, Development, and Control Team
AQOG	DCMC Product and Manufacturing Assurance Team
AQOI	DCMC Flight Operations, Specialized Safety, and Environment Team
AQOJ	DCMC Workforce Strategy Team
AQOK	DCMC Overhead Center Team
ASA	Annual Statement of Assurance
ATRRS	Army Training Requirements and Resources System

B-C

BAC	Budget At Completion
BCEFM	Business, Cost Estimating, and Financial Management
BCWP	Budgeted Cost of Work Performed
BCWS	Budgeted Cost of Work Scheduled
C/SCSC	Cost/Schedule Control Systems Criteria
C/SSR	Cost/Schedule Status Report
CAGE	Commercial and Government Entity
CADFU	Contract Audit Follow Up
CAL	Contractor Alert List
CAO	Contract Administration Office
CAR	Contract Administration Report or Corrective Action Request
CAS	Cost Accounting Standard or Contract Administration Services
CCB	Configuration Control Board
CCN	Contract Completion Notice
CIDR	Contract Inventory Delinquency Report

GLOSSARY OF ACRONYMS

CIO	Continuous Improvement Opportunity
CIPR	Contractor Insurance/Pension Review
CLIN	Contract Line Item Number
CPL	Customer Priority LIst
CPM	Contractor Performance Measurement
CPMM	Contractor Performance Measurement Monitor
CPMS	Contract Property Management System

D

DADS	DCMC Automated Disposition System
DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DBMS	Defense Business Management System
DCAA	Defense Contract Audit Agency
DCARRS	Defense Contract Administration Reimbursable Reporting System
DCMC	Defense Contract Management Command
DCMD	Defense Contract Management District
DFARS	Defense Federal Acquisition Regulation Supplement
DFAS	Defense Finance and Accounting Service
DLA	Defense Logistics Agency
DLAH	DLA Handbook
DLAM	DLA Manual
DLAR	DLA Regulation
DoD	Department of Defense
DoDAAD	DoD Activity Address Directory
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DPADS	DCMC Property Automated Data System
DPRO	Defense Plant Representative Office

E-F

EAC	Estimate at Completion
ECD	Estimated Completion Date
ECP	Engineering Change Proposal
EIS	Executive Information System
ELIN	Exhibit Line Item Number
EPA	Environmental Protection Agency
FAD	Final Acceptance Date
FAR	Federal Acquisition Regulation

GLOSSARY OF ACRONYMS

FCF	Functional Check Flight
FDD	Final Delivery Date
FOB	Free On Board or Freight On Board
FFP	Firm Fixed Price
FPRA	Forward Pricing Rate Agreement
FPRR	Forward Pricing Rate Recommendation
FTE	Full Time Equivalent
FY	Fiscal Year
FYTD	Fiscal Year To Date

G-L

GBL	Government Bill of Lading
GFE	Government Furnished Equipment
GFM	Government Furnished Material
GFP	Government Furnished Property
GFR	Government Flight Representative
GOBILS	Government Bill of Lading System
GOCO	Government Owned/Contractor Operated
GSA	General Services Administration
GTR	Government Transportation Requests
IBA	Industrial Base Assessment
IBP	Industrial Base Planning
I/PS	Insurance/Pension Specialist
IAW	In Accordance With
IFB	Invitation For Bid
IOA	Internal Operational Assessment
IPE	Industrial Plant Equipment
IPT	Integrated Product Team
ISA	Installation Support Agreement
JG-APP	Joint Group on Acquisition Pollution Prevention
LDD	Loss, Damage, or Destruction

M

M/C	Major/Critical
MAF	Master Address File
MCF	Master Contract File
MCR	Management Control Review
MIL-STD	Military Standard
MILSCAP	Military Standard Contract Administration Procedure
MILSTAMP	Military Standard Transportation and Movement Procedure

GLOSSARY OF ACRONYMS

MILSTEP	Military Supply and Transportation Evaluation Procedure
MILSTRAP	Military Standard Transportation Reporting and Accounting Procedure
MILSTRIP	Military Standard Requisitioning and Issue Procedure
MIR	Management Information Report
MIRR	Material Inspection and Receiving Report
MIS	Management Information System
MMAS	Material Management and Accounting System
MMDOS	Materiel Management Storage Policy Team
MMDTS	Materiel Management Supply and Acquisition Team
MOA	Memorandum of Agreement
MOCAS	Mechanization of Contract Administration Services
MOU	Memorandum of Understanding
MSTA	Metrics System Transition Application

N-O

NASA	National Aeronautics and Space Administration
NLA	Contract Closing Action Status
NLT	Not Later Than
OMB	Office of Management and Budget
OPE	Other Plant Equipment
OPI	Office of Primary Interest
OPR	Office of Primary Responsibility
OSD	Office of the Secretary of Defense

P

PAS	Preaward Survey
PCO	Procuring Contracting Officer
PEO	Program Executive Officer
PEP	Plant Equipment Package
PI	Program Integrator
PIIN	Procurement Instrument Identification Number
PIO	Performance Improvement Officer
PKN	Inspection Acceptance Report Card
PKX	Unclosed Contract Status
PKZ	Contract Closeout Extension
PK5	Inspection Acceptance Alert Card
PK9	Contract Completion Final Statement
PLAS	Performance Labor Accounting System
PLCL	Plant Clearance
PLCO	Plant Clearance Officer

GLOSSARY OF ACRONYMS

PLFA	Primary Level Field Activity
PM	Program Manager
PMJEG	Performance Measurement Joint Executive Group
PMO	Program Management Office
PMS	Performance Measurement System
PNM	Price Negotiation Memorandum
PPP	Preservation, Packaging, and Packing
PPR	Physical Progress Review
PPSR	Progress Payment System Review
PQA	Procurement Quality Assurance
PQDR	Product Quality Deficiency Report
PROCAS	Process Oriented Contract Administration Services
PSD	Program Status Data
PST	Program Support Team

Q-S

RFD	Request for Deviation
RFP	Request for Proposal
RFQ	Request for Quotation
RFW	Request for Waiver
ROD	Report of Discrepancy
ROI	Return On Investment
SBA	Small Business Administration
SLFA	Secondary Level Field Activity
SPDP	Software Professional Devlopment Program
SPECS	Software Professional Estimating and Collection System
SPI	Single Process Initiative
SPIIN	Supplemental Procurement Instrument Identification Number
SPN	Shipment Performance Notice
SRR	Shipment Request Register
SSAC	Source Selection Advisory Council
SSEB	Source Selection Evluation Board

T

TAMS	Termination Automated Management System
TCMD	Transportation Control and Movement Document
TCN	Transportation Control Number
TCO	Termination Contracting Officer
TDP	Technical Data Package
TDR	Transportation Discrepancy Report

GLOSSARY OF ACRONYMS

TDRR	Transportation Discrepancy Report Register
TDY	Temporary Duty
TRAMS	Transportation Automated Management System

U-Z

UCA	Undefinitized Contract Action
ULO	Unliquidated Obligation
ULP	Unfair Labor Practice
USA	Unit Self Assessment
USC	United States Code
WBS	Work Breakdown Structure